

**FY03 Well-Being Action Plan
Volume II
(Metrics and Standards)
(WBAP Vol II)**

05 December 2002

**Office of the Deputy Chief of Staff, G1
DAPE-HRP-WB**

Topic**Page Number****Well-Being Action Plan**

| | |
|--|---|
| Introduction | 1 |
| Purpose – Establishing Strategic Direction | 1 |
| Methodology – Applying the Well-Being Architecture | 2 |
| Organization – Tracking the Strategic Goals | 2 |
| Results – Outlining our Current Strategies | 3 |
| Conclusion – Enhancing Army Well-Being | 8 |

Annex A: Comprehensive Well-Being Strategy**A-1**

| | | |
|--------------------------------|--------------|-------|
| Well-Being Architecture | Appendix A-1 | A-1-1 |
| Explanation of Appendix Format | Appendix A-2 | A-2-1 |
| Example Format | Appendix A-3 | A-3-1 |

Annex B: Standard of Living**B-1**

| | | |
|-------------------------------|---------------|--------|
| Military Base Pay | Appendix B-1 | B-1-1 |
| Allowances | Appendix B-2 | B-2-1 |
| Retirement Pay | Appendix B-3 | B-3-1 |
| Incentive & Special Pay | Appendix B-4 | B-4-1 |
| Civilian Pay | Appendix B-5 | B-5-1 |
| Other Compensation | Appendix B-6 | B-6-1 |
| RC Employer Support | Appendix B-7 | B-7-1 |
| Finance Processing | Appendix B-8 | B-8-1 |
| Preventive Services | Appendix B-9 | B-9-1 |
| Patient Care | Appendix B-10 | B-10-1 |
| Dental Services | Appendix B-11 | B-11-1 |
| Customer Service | Appendix B-12 | B-12-1 |
| Health Care Infrastructure | Appendix B-13 | B-13-1 |
| Family Housing | Appendix B-14 | B-14-1 |
| Barracks Complexes | Appendix B-15 | B-15-1 |
| Army Lodging | Appendix B-16 | B-16-1 |
| Soldier Continuing Education | Appendix B-17 | B-17-1 |
| Civilian Continuing Education | Appendix B-18 | B-18-1 |

Annex C: Pride and Sense of Belonging**C-1**

| | | |
|-------------------|--------------|-------|
| Safety | Appendix C-1 | C-1-1 |
| Religious Support | Appendix C-2 | C-2-1 |
| Human Relations | Appendix C-3 | C-3-1 |
| Relocation | Appendix C-4 | C-4-1 |
| Overseas Support | Appendix C-5 | C-5-1 |
| Risk Reduction | Appendix C-6 | C-6-1 |

| | | |
|--------------------------------------|---------------|--------|
| Legal Services | Appendix C-7 | C-7-1 |
| Voter Assistance | Appendix C-8 | C-8-1 |
| Transition/Retirement | Appendix C-9 | C-9-1 |
| Final Honors | Appendix C-10 | C-10-1 |
| Army Family Action Plan | Appendix C-11 | C-11-1 |
| Army Community Services | Appendix C-12 | C-12-1 |
| Workplace Modernization | Appendix C-13 | C-13-1 |
| Workplace Maintenance | Appendix C-14 | C-14-1 |
| DODEA Schools | Appendix C-15 | C-15-1 |
| School Liaison Services | Appendix C-16 | C-16-1 |
| Education Transition | Appendix C-17 | C-17-1 |
| Mobilization & Deployment Support | Appendix C-18 | C-18-1 |
| Family Adaptation | Appendix C-19 | C-19-1 |
| Child Development Services | Appendix C-20 | C-20-1 |
| Youth Services | Appendix C-21 | C-21-1 |
| Exceptional Family Member Support | Appendix C-22 | C-22-1 |
| Family Advocacy | Appendix C-23 | C-23-1 |

Annex D: Personal Enrichment

D-1

| | | |
|---------------------------------------|---------------|--------|
| Religious Programs | Appendix D-1 | D-1-1 |
| Personal Financial Management | Appendix D-2 | D-2-1 |
| Financial Training | Appendix D-3 | D-3-1 |
| Family Member Continuing Education | Appendix D-4 | D-4-1 |
| Spouse Employment (Public) | Appendix D-5 | D-5-1 |
| Spouse Employment (Private) | Appendix D-6 | D-6-1 |
| Community Recreation | Appendix D-7 | D-7-1 |
| Sports & Fitness | Appendix D-8 | D-8-1 |
| Armed Forces Recreation Centers | Appendix D-9 | D-9-1 |
| Pet Services | Appendix D-10 | D-10-1 |

Annex E: Well-Being Intangibles (TBP)

Annex F: Definitions

F-1

In order to facilitate back-to-back reproduction of the FY03 WBAP Vol II (PDF file), blank pages were inserted as the following pages:

9

A-5

A-1-1

B-4-3

B-5-3

B-6-3

B-11-3

B-17-3

B-18-3

C-1-3

C-9-3

C-15-5

D-3-3

D-6-3

D-7-5

E-1

F-1

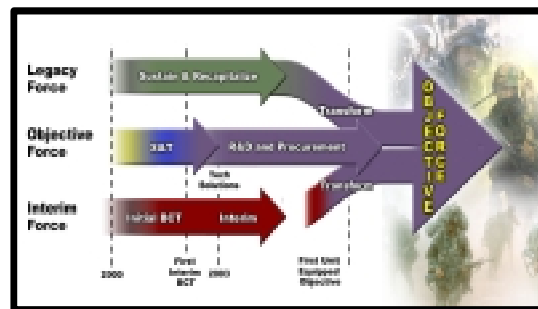
DRAFT

This Page Intentionally Left Blank

FY03 ARMY WELL-BEING ACTION PLAN (Metrics and Standards) (Vol II)

1. Introduction – Transforming the Human Dimension.

The Army has enthusiastically embraced the challenge of Transformation. Nowhere is this transformation more critical than at the heart of our force - our people. Army Well-Being is the human dimension of Army Transformation.



The Army Well-Being philosophy is included in the Army Well-Being Strategic Plan dated 5 January 2001. The process by which this program is implemented is outlined in the Army Well-Being Campaign Plan published 28 August 2001. The Army Well-Being Action Plan is the third installment of a trio of publications designed to institutionalize the concepts of Army Well-Being. The Well-Being Action Plan (Vol I), previously published, contains the objectives and tasks associated with each Well-Being function. This document, the Well-Being Action Plan (Vol II), captures existing Performance Measures and associated Standards for each Well-Being function. The initial publication of the Well-Being Action Plan (Vol I and II) is the first documentary outline of the Army's strategic direction for Well-Being.

2. Purpose – Establishing Strategic Direction.

This Well-Being Action Plan documents the Army's Well-Being programs and initiatives in accordance with the philosophies outlined in the Army Well-Being Strategic Plan. It captures near- (budget years), mid- (POM years), and long-term (beyond the POM) objectives and in so doing, establishes the strategic direction for Army Well-Being. The plan also details the Well-Being Architecture by providing descriptions, constituencies, and representative programs/initiatives for each of the Well-Being functions. The Well-Being Architecture is designed to ensure the Army can adhere to the goals of the Well-Being Philosophy while managing a wide range of individual programs/initiatives, sponsored and implemented by a number of various agencies, and resourced through a variety of different sources and processes. The Well-Being Philosophy lays out three compelling strategic goals by which well-being is personalized for our people:

- A competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
- A unique culture, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families.
- An environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families to enrich their personal life by achieving their individual aspirations.

3. Methodology – Applying the Well-Being Architecture.

Army Staff proponents provided the objectives and subordinate tasks for each of their representative programs/initiatives. These objectives and tasks portray the current state of strategic planning relative to Army Well-Being and are in various stages of accomplishment. The programs/initiatives are grouped by combining those that serve the same purpose into a series of discrete functions. The Well-Being Architecture (detailed in Annex A) divides the three strategic goals into 13 different categories that are further broken down into 51 well-being functions. These functions form the building blocks of the Well-Being Architecture and provide the ability to effectively and efficiently manage programs by focusing on the ultimate purpose of Army Well-Being as delineated in the Army Well-Being Strategic Plan.

It is important to note that each objective has subordinate tasks that generally represent policy, resource, or legislative milestones required to accomplish the objective. These tasks are listed to provide a view of how the objective is to be accomplished and to allow us to measure progress toward achieving the objective in the Well-Being Status Report. Their inclusion here is not intended to serve as a directive to resource or prioritize Well-Being programs to specific funding levels or at specific priorities relative to non-Well-Being programs, as each must compete within established resourcing processes.

On staffing of the initial draft of the Well-Being Action Plan, a consensus was reached that the inclusion of existing metrics and standards was desirable. To preclude delay in publishing the existing information while the associated metrics and standards were developed, the Well-Being GOSG approved publishing the existing information as the FY03 Well-Being Action Plan (Vol I) and to follow, at a later date, with the FY03 Well-Being Action Plan (Vol II) containing the additional information.

To facilitate use of the two volumes, the same organization was kept so that, for example, Appendix 5 to Annex B of Vol I and II both refer to the same Well-Being function. The initial descriptive information in the Annexes and Appendices of Vol I and II remain the same to preclude the reader from having to cross reference Vol I with Vol II to obtain administrative information. Additionally, much of the explanatory information contained in Vol I has been included in Vol II to facilitate use of either volume.

For the FY04 Well-Being Action Plan, the intent is to consolidate both volumes.

4. Organization – Tracking the Strategic Goals.

A. Annex A – Goal One. The first goal is to implement a comprehensive strategy that integrates well-being initiatives, programs, and resources to meet the well-being needs of the Army. The plan to accomplish this goal is laid out in some detail in the Army Well-Being Campaign Plan and is therefore not fully developed in this document. However, this document does detail the Well-Being Architecture. Accordingly, Annex A provides the methodology for developing the architecture, lays out the architecture itself, and explains the format used to detail the well-being functions throughout the remainder of the plan.

B. Annexes B through E – Goals Two through Five. The remaining goals provide the substance of Army Well-Being. Each annex is organized in the same manner, summarizing the architecture relative to the subject goal then providing a series of appendices, one for each of the supporting well-being functions. The principle substance of this plan is found in the details provided in these 51 appendices. Annex E is currently “To Be Published” as the concepts governing the treatment of the intangibles and their impact on Army Well-Being have not yet been fully developed.

C. Annex F – Definitions. The final annex is dedicated to defining the many terms associated with Army Well-Being.

5. Results – Outlining Our Current Strategies.

A. Standard of Living. There are four major categories supporting this goal: pay and compensation, health care, housing, and continuous learning. This strategic goal represents the area in which the Army is in the most direct competition with the corporate world for recruitment, employment, and retention of high quality people.

1. Pay and Compensation. Many of the programs are focused on relatively near-term objectives, emphasizing the urgent need to address pay comparability issues in the immediate future. There is also clear recognition that military service creates unique expenses that have not historically been adequately reimbursed. Addressing the burden of rent, utilities, moving expenses and other real-life costs are critical components of the Army’s strategy. A series of other near and mid-term objectives indicate intent to address pay and compensation issues across the full range of constituent groups. Pay disparity between Soldiers and civilians in special occupations, support for a more flexible civilian pay system, improved emergency financial support for reserve component soldiers, and concurrent receipt of retired pay and VA disability compensation are distinct priorities that demonstrate the Army’s commitment to resolving these critical well-being issues. Finally, there is a long-range commitment to developing a fully automated and more holistic compensation system that, once current issues are resolved, will maintain adequate pay and compensation for the Objective Force.

2. Health Care. The objectives supporting this critical well-being component indicate significant activity on a variety of fronts. Recent changes in several TRICARE programs are being implemented with plans to enhance and extend others. Work is underway to include chiropractic services for active duty soldiers, extend TRICARE Prime coverage to eligible retirees living OCONUS, and pursue legislation to establish a self-funded insurance plan for Reserve Component soldiers and families. Efforts are underway in both the medical and dental communities to improve preventive health services, automate patient tracking systems, and enhance communications with TRICARE beneficiaries to include web-based initiatives. Consistent themes throughout all of these objectives include maximizing timely access to health care, improving readiness by achieving higher health standards, and eliminating the “hassle factor” when dealing with the health care community.
3. Housing. The long-term nature of these objectives is indicative of the significant cost and time required to plan, design, and build quality facilities in the extraordinary quantity our Army requires. The long-standing commitment to modernizing barracks complexes to the “1+1” standard continues. While this mid-term initiative does not address all types of barracks, longer-term objectives do exist for trainee complexes. Additionally, innovative approaches have been adopted to address the necessary upgrade of family housing. Elimination of inadequate family housing worldwide and implementation of the Residential Communities Initiative (RCI) are mid to long-term objectives that will provide housing commensurate with that of the local community. For the housing needs of transient personnel, plans have been approved to begin development of regional conference-hotel facilities that along with implementation of the Lodging Wellness Plan will furnish lodging support commensurate with mid-range commercial hotels.
4. Continuous Learning. Education influences compensation, both during and after service. The principle focus is near-term and designed to increase participation in existing programs such as the innovative on-line eArmyU. Similarly, a variety of program changes are designed to increase use of available Tuition Assistance funds. Upgrades to Army Education Centers include proposals for staffing upgrades, automation improvements, and process redesign. Expansion of active duty programs to the reserve components and further development of the GI to Jobs program are indications of a concerted effort to recognize the needs of people across the full range of well-being constituents. Finally, development of an “English as a Second Language” component of the Basic Skills program recognizes and prepares for the challenges associated with increasing diversity of the force.

B. Pride and Sense of Belonging. There are four major categories supporting this goal: command programs, workplace environment, family member education, and family programs. While many of these functions are present in the corporate world, the degree to which the Army has made them a part of its culture make these uniquely Army. It is

therefore, in this strategic goal that the bond between the Army and its people is most significantly strengthened.

1. Command Programs. Safety objectives are focused on decreasing accidents through training and awareness programs. The Chaplaincy is developing metrics to ensure it can meet the spiritual needs of the force as demographics continue to change. Human relation objectives seek to further inculcate training and other awareness programs into the daily routine of the force. Some of the burdens of relocation are being addressed by automating the sponsorship program. Additionally, a systems-based relocation service is being designed to reduce the non-monetary impact of relocation. The Army allows our deployed forces and their families to maintain contact with our American culture through postal, banking, and broadcast services – each of which is being upgraded through the use of improved technology. Innovative risk reduction programs are addressing life-coping skills and the military culture as part of the effort to reduce substance abuse, violence, and suicide. Mid and long-term objectives for legal support include developing web-based client legal services offering step-by-step assistance to those who seek legal assistance. The Army Voting Assistance Program is developing training and awareness tools and working with the Department of Defense to establish absentee registration/voting over the Internet for deployed forces and their families. Several near-term initiatives supporting transition to civilian life and retirement are focused on improving training/education and providing counseling services, enhanced by automation where possible. Providing final honors for our retirees and veterans is the focus of objectives intended to ensure the necessary quantity and quality of this vital service.
2. Workplace Environment. With the priority of effort going to the housing sector, efforts to upgrade workplace facilities remain a long-term endeavor. The guiding objectives are to improve quality and achieve a recapitalization cycle of 67 years, considerably shorter than currently exists. To accomplish these objectives, an Army Facility Strategy was developed that focuses resources on specific facility types. Additionally, a strong push has been mounted to adequately resource routine maintenance in order to sustain the condition of modernized/revitalized facilities.
3. Family Member Education. A very aggressive three-pronged approach is aimed at quickly addressing a myriad of issues involving the education of our children. This effort addresses the academic excellence in DODEA operated schools, the military community's liaison with local schools, and the challenges associated with transition from one school to another. DODEA has established aggressive near-term objectives to increase achievement in math and English, reduce overcrowding, and upgrade automation support and facilities. Building on the momentum gained at the Army Education Summit, official positions are being staffed to conduct liaison with local schools and an update forum is planned. Having approved and signed the Secondary

Education Transition Study Memorandum of Agreement, focus is now shifting to nurturing those relationships in order to ensure swift implementation of the agreements. The Army is consolidating several of these initiatives with the establishment of on-site youth education transition services. Again, the near and mid-term focus of these objectives reveals the high priority the Army places on addressing the pressing needs of our children.

4. Family Programs. Consistency of delivery is a well-being theme being supported across ACS by establishing standards, improving quality assurance, developing an accreditation program, and providing training materials. A number of new programs are targeted for the near-term: replace Child Advocacy Centers with Family Advocacy Centers of Excellence, an AC/RC Family Readiness Program, and an expansion of New Parent Support Plus to 50 installations. Resources are being sought to support the victims of abuse, reimburse childcare cost of dependents attending command-sponsored training, and assist families with special needs children. Supporting the adaptation of families to military life continues to be a major objective. Beginning with the reinvigoration of Army Family Team Building, the Army is rapidly moving to address needs in this vital area. The Army Family Action Plan (AFAP) program continues to provide a "voice" for the well-being concerns of soldiers and families to ensure they are elevated to Army leadership for resolution, beginning with annual conferences held at installations and Army communities. Commanders, at all levels, are given a real-time opportunity to resolve these issues, which span the spectrum of quality of life, underscoring the importance of these concerns and the link to soldier and family morale and satisfaction. Two new programs are in the design and earlier deployment stages. Building Strong and Ready Families (BSRF), a program that consolidates the best of a number of different programs, is being piloted in 17 brigades across the Army. The Spouse Orientation and Leader Development (SOLD) initiative addresses the needs of spouse volunteers by applying Army leader development techniques to this remarkable new initiative. Still under development, this initiative is on the fast track to deployment. Expansion of family programs into the Reserve Components is a common objective. In the areas of Child Development and Youth Services several common initiatives are ongoing. Both areas have near-term objectives for the use of surveillance cameras and other near-term upgrades, mid-term objectives to expand service to meet the demand of the Department of Defense and Congress, and long-term objectives to recapitalize facilities.

C. Personal Enrichment. A principle well-being theme is the achievement of work-life balance. It is in this strategic goal that the Army supports activities that are perhaps less directly related to the profession of arms but provide opportunities for that work-life balance with an impact on the morale and welfare of our people. There are five major

categories supporting this goal: religious programs; financial readiness; educational assistance; family member employment; and morale, welfare, and recreation.

1. Religious Programs. Spiritual expression expands beyond the rights, sacraments and ordinances of religious worship. Expression encompasses both the development of individuals and communities through a broad range of activities. Religious and spiritual programs provide opportunities for participants to connect with the transcendent and express their beliefs through study and service. Religious education, family life education, spiritual care and counseling are key activities that can facilitate personal growth, moral strength and comfort during transitions, challenges and crises of life.
2. Financial Readiness. Self-reliance in managing compensation is a near-term objective that combines financial management training and counseling with the availability of vehicles such as the Thrift Savings Plan. One innovative component is the Army Benefits Training initiative, which will provide on-line personalized benefits counseling. In the mid-term, the Army is looking to expand financial training to short-term deployed Reserve Component soldiers. In the long-term, the Army's objective is to implement the Individual Financial Readiness Plan (IFRP), a dynamic plan to decrease overall soldier and family debt and increase knowledge in financial planning/investment to achieve individual financial security through long term investment. This initiative will incorporate a broad range of issues such as retirement planning, home/auto purchase, health care, consumer awareness, education planning, and many other associated issues.
3. Educational Assistance. The Army is working to assist family members who would like to continue their education by encouraging State legislatures to adopt laws allowing military dependents to attend post-secondary educational institutions at the in-state tuition rate. This would eliminate the penalty paid for being an active duty military family member.
4. Family Member Employment. The Army is beginning to move aggressively into this relatively new area. Initial efforts are focused on establishing public partnerships with private corporations to provide training and career continuity to Army spouses. A Spouse Telework Employment Program (STEP) is nearing completion and the Department of Defense is working with the Department of Labor to explore opportunities in the public sector. In the interim, the Army's Spouse Employment Program is developing capabilities in the following areas: job search assistance, private sector job bank, and career counseling. Mid and long-term objectives focus on capturing lessons learned from the initial partnerships and expanding the program to more corporations.
5. Morale, Welfare, and Recreation. This category includes a variety of significant functions including community recreation, sports and fitness,

Armed Forces Recreation Centers, and veterinary health care for military pets. Community recreation is automating a number of services from transportation to libraries. A long-term objective is to develop self-service kiosks to provide tickets for local movies and events, airline e-tickets, regional and national theme parks, and sports venues. Mid-term objectives include expansion of services overseas and to deployed forces. Consistency of delivery is a well-being theme being supported by establishing standards, improving quality assurance, developing an accreditation program, and providing training materials. Improved business practices are aimed at improving productivity and generating additional resources. In addition to implementing several of these initiatives, the sports and fitness field has long-term objectives to upgrade facilities and equipment. The Armed Forces Recreation Centers are modernizing with an expansion of Shades of Green, the complete renovation of the Ilima Tower of the Hale Koa, and the construction of a new hotel in Garmisch that will consolidate all of AFRC-Europe.

D. General Trends. While many of these well-being objectives are unique in their approach, there are some general trends that can be discerned from this review:

1. Expansion to the Reserve Components. There is an obvious recognition that with recent changes in the operational environment, the evolving needs of Reserve Component soldiers and families necessitates the expansion and improved delivery of numerous well-being programs and initiatives.
2. Consistency of Delivery. Consistency of delivery is a well-being theme supported across many of the functions. Use of common standards, improved quality assurance, development of accreditation programs, and improved training materials are all methods being used to accomplish this theme.
3. Increased Synergy. With the advent of Army Well-Being, it has become apparent as never before that much can be gained by combining the efforts of multiple programs focused on a single purpose. Throughout the appendices to this document there are indications that common purposes are being identified and complementary initiatives being coordinated.
4. Increased Use of Automation. A significant number of programs are developing ways to use automation, especially web-based applications, to further the reach and quality of their services.
5. Long-Term Strategic Planning. There is a preponderance of near and mid-term objectives across the breadth of well-being initiatives. This represents the Army's continued commitment to the well-being of its people. However, attention must be paid to developing long-term objectives if near-term successes are to be sustained for the Objective Force and changing expectations and aspirations identified.

6. Civilians, Veterans, and Retirees. With the advent of Army Well-Being, a new focus has been placed on these important constituent groups. As many of the objectives indicate, the Army is beginning to address ways to enhance the well-being of these key constituent groups. This action plan represents a first step, but much more is required if we are to achieve the holistic focus and impact desired.

6. Conclusion – Enhancing Army

Well-Being. This Well-Being Action Plan (Vol I and II) is a Department of the Army-level strategic planning document that uses the Well-Being Architecture to consolidate the objectives, tasks, performance measures and standards of a multitude of well-being programs/initiatives into a holistic, integrated approach to enhancing the Well-Being of our people. As such, it is only the beginning of the process to achieve our goals. Individual programs and initiatives must be prioritized and resourced, policy decisions made, legislation changed, and programs implemented. However, the strategic direction of Army Well-Being is clear. The Army Vision begins and ends with “People.” We must provide consistent and continuous service across the entire breadth of our Army Family, creating a climate of confidence and teamwork, not dependency and isolation. We must achieve the cultural balance between the Army’s expectations of its people and our people’s expectations of the Army. The plans laid out in the Well-Being Action Plan (Vol I and II) are a major step toward meeting the expectations of our people.

THE ARMY VISION BEGINS AND ENDS WITH PEOPLE.....

“The Army - - is People: The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the soldier remains the centerpiece of our formation. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our people and their families and enabling their full potential as individuals. The Army will be a professionally rewarding and personally enriching environment within which people take pride in being part of the Nation's most highly esteemed institution. Our physical, moral, and mental competence will give us the strength, the confidence, and the will to fight and win anywhere, anytime.”

ANNEXES

- A Comprehensive Well-Being Strategy
- B Standard of Living
- C Pride and Sense of Belonging
- D Personal Enrichment
- E Well-Being Intangibles (TBP)
- F Definitions

Army Well-Being Strategic Goal #1: Implement a comprehensive strategy that integrates well-being initiatives, programs, and resources to meet the well-being needs of The Army.

Associated Well-Being Strategies:

| <u>Category</u> | <u>Title</u> | <u>Strategy</u> |
|-----------------|--------------------------|--|
| 1.1 | Process | Design and implement an integrated Army Well-Being process. |
| 1.2 | Standards | Develop and deploy Well-Being standards to provide objective means that measure performance. |
| 1.3 | Metrics | Establish and field metrics to assess Well-Being and its impact on Army outcomes. |
| 1.4 | Strategic Communications | Initiate a Well-Being strategic communications program for both internal and external audiences. |
| 1.5 | Doctrine | Develop Well-Being doctrine and integrate into training and leader development programs. |
| 1.6 | Well-Being Division | Establish a Well-Being Division to assist Army senior leaders in developing strategies and policies that sustain Well-Being support of institutional outcomes. |

Associated Well-Being Objectives:

The above listed strategies and their associated objectives and tasks are detailed in the Army Well-Being Campaign Plan published 28 August 2001. The Well-Being Action Plan (Vol I and II) is an integral component of the Well-Being Process (Category 1.1 above). It details the Well-Being Architecture, and integrates/synchronizes well-being objectives, tasks, performance measures and standards in support of Goals 2-5 and their associated strategies (see Annexes B-E). In general, the Well-Being Action Plan outlines the “strategic direction” for each specific function – that is, a roadmap of intended achievements that transforms Army Well-Being into what is necessary to support the Objective Force. The goals and strategies define our desired “ends” and should remain stable throughout the transformation. These “ends” provide consistency of purpose over time. However, the specific “ways” and “means” to achieve these “ends” will be fairly dynamic.

Methodology:

The Well-Being philosophy identifies three compelling strategic goals:

- A competitive standard of living for all Soldiers, civilians, and their families.
- A unique culture, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.
- An environment that allows Soldiers, civilians, and their families to enrich their personal life by achieving their individual aspirations.

While these three goals describe how well-being affects our people, they do not fit well with the programmatic world of the Army Staff. Therefore, the multitude of well-being programs has been organized into seven lines of operation. Management of these programs institutionalizes well-being for the objective force. The Well-Being matrix shown below (Figure 1) portrays the relationship between the philosophical goals and the practical lines of operation.


|  | <u>Army Well-Being Goals</u> | | |
|---|---|--|---|
| | <u>Competitive Standard of Living (to live)</u> | <u>Pride and Sense of Belonging (to connect)</u> | <u>Enriched Personal Life (to grow)</u> |
| <u>Lines of Operation</u> | | | |
| Command Programs | | 3.1 | 4.1 |
| Pay & Compensation | 2.2 | | 4.2 |
| Health Care | 2.3 | | |
| Housing & Workplace Environment | 2.4 | 3.4 | |
| Education | 2.5 | 3.5 | 4.5 |
| Family Programs | | 3.6 | 4.6 |
| Morale, Welfare, & Recreation | | | 4.7 |

Figure 1. Army Well-Being Matrix

In order to fully integrate and synchronize the major components of the Well-Being process, a central organizing architecture must be adopted. This architecture (Figure 2) begins with the overarching philosophy and ultimately links the philosophy to the management of well-being programs. The “Philosophy-Category-Function” architecture provides the macro-to-micro linkages.

The “philosophy” is captured in the Well-Being Strategic Plan and can be summarized by its four major components (three tiers and the intangibles). The “categories” link these philosophical components to major groups of programs having similar features – these are referred to as “Lines of Operation.” In a matrix formed by the philosophical components on one axis and the lines of operation on the other, the intersecting points form the categories of well-being. The number representing a category includes the goal followed by the line of operation (e.g., 2.4 - Housing). Each category is further broken down into a series of functions with objectives and associated tasks. The numbering system for the functions simply adds a sequential number to the parent strategy’s number (e.g., 2.4.1 – Family Housing). Functions are programs or groups of programs that share the same purpose. One of the central principles of well-being is that programs be managed based upon their function or purpose relative to the human perspective. This final level in the organizational model institutionalizes that principle.

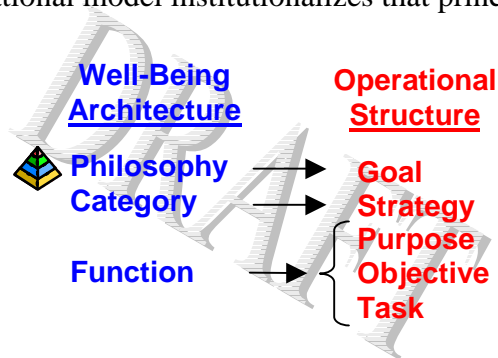


Figure 2 – Architecture and the Operational Structure

From this architecture comes the operational structure (Figure 2) that turns philosophy into action. The “Goal-Strategy-Purpose-Objective-Task” structure translates the components of the architecture into actionable “tasks” designed to achieve a specific “objective.” A number of these objectives work together within the framework of a given “strategy” to ultimately accomplish one of the well-being “goals.” Well-Being programs are incorporated into the architecture based upon the function they provide. Each well-being function is a collection of programs and initiatives that serve a common purpose. The appendices to Annexes B-D of this document outline each individual function. The information contained in each appendix demonstrates its place in the architecture, the proponent along with basic reference material, the affected constituent groups, a description of the function with a list of representative programs, any other well-being functions significantly impacted by the subject function, and finally, in Vol I, a list of near-, mid-, and long-term objectives and associated tasks. Vol II contains much of the same information; however, contains the performance measures and associated standards for the function rather than the objectives and tasks. A complete guide to the format of these appendices is included in Appendix 2 to this Annex.

By creating a logical link from the overarching philosophy to the management of individual tasks, this Philosophy-Category-Function architecture forms the superstructure around which the Army’s well-being is constructed. It provides a mechanism by which to synchronize the Well-Being Status Report (annual report on

the status of Army Well-Being programs), the Well-Being Resource Crosswalk (process to monitor program resourcing), the Strategic Readiness System (holistic measure of readiness that includes the influence of well-being), and the Army Transformation Campaign Plan (the Army's master transformation plan). Together, the objectives, associated tasks, performance measures and standards included in this plan chart the Army's course for achieving our well-being goals. The entire Well-Being Architecture is included in Appendix 1 to this Annex.

As stated earlier, the architecture is key to maintaining an integrated and synchronized approach to well-being. The simplistic diagram shown below (Figure 3) provides a general idea of how the major components of the well-being process are linked.

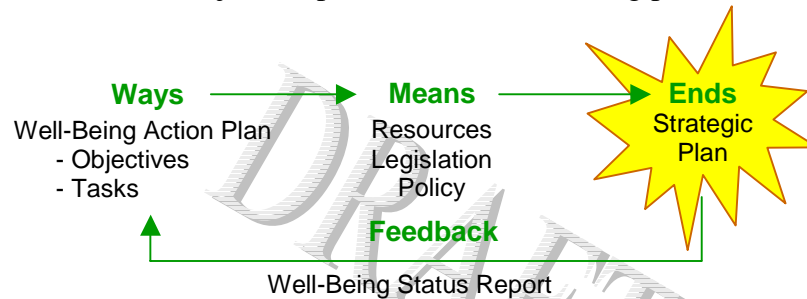


Figure 3 – Critical Relationships

The goals are published in the Well-Being Strategic Plan and are the “ends” to which we strive. The “ways” in which we accomplish those goals are embodied in the Strategy-Objective-Task portion of the operational model and are appropriately captured in the Well-Being Action Plan. The funding necessary to implement well-being programs is managed through the Well-Being Resource Crosswalk and forms, in part; the “means” by which many of the objectives are accomplished. Finally, the feedback mechanism that ensures all of the above works in harmony to produce the intended results is the Well-Being Status Report.

Each of these components is organized using the same architecture – Philosophy-Category-Function. This ensures that for a given well-being function, the objectives, tasks, standards, metrics, and resources are all considered as a holistic management package that ultimately supports the well-being philosophy. Maintaining the integrity of the architecture and ensuring it is incorporated in all evolving aspects of the well-being process is critical to the ability to institutionalize the well-being philosophy.

Process:

This plan is intended to be dynamic, ever changing with the operational environment and societal evolution - but always focused on fulfillment of the well-being needs of our people. While the goals and lines of operation are designed to remain constant, the subordinate categories, objectives, and tasks will undoubtedly change. The Human Resources/Well-Being Division of the Office of the G-1 maintains the plan and functional proponents routinely coordinate changes to their objectives, tasks, and

programs. The contents of the plan are incorporated into the Transformation Campaign Plan Matrix, routinely updated, and synchronized with other elements of the transformation. The plan is formally updated and presented to the Well-Being General Officer Steering Committee (WBGOSC) each September. Once accepted by the WBGOSC, the plan is presented to senior Army leadership for approval and release. The Well-Being Action Plan is a living document and serves as a companion to the Well-Being Status Report.

The objectives and actions that are documented in this plan have been reviewed and approved in some form of HQDA process that generates and/or approves requirements or programs. There are numerous initiatives and actions that merit further review and analysis. As new initiatives and actions are vetted through the well-being process, they will be either incorporated into this plan or returned for further study.

Appendices:

- 1 – Well-Being Architecture
- 2 – Explanation of Appendix Format
- 3 – Example Format

2 Standard of Living

2.2 Pay & Compensation

- 2.2.1 Military Base Pay
- 2.2.2 Allowances
- 2.2.3 Retirement Pay
- 2.2.4 Incentive and Special Pay
- 2.2.5 Civilian Pay
- 2.2.6 Other Compensation
- 2.2.7 RC Employer Support
- 2.2.8 Finance Processing

2.3 Health Care

- 2.3.1 Preventive Services
- 2.3.2 Patient Care
- 2.3.3 Dental Services
- 2.3.4 Customer Service
- 2.3.5 Health Care Infrastructure

2.4 Housing

- 2.4.1 Family Housing
- 2.4.2 Barracks Complexes
- 2.4.3 Army Lodging

2.5 Continuous Learning

- 2.5.1 Soldier Continuing Education
- 2.5.2 Civilian Continuing Education

3 Pride & Sense of Belonging

3.1 Command Programs

- 3.1.1 Safety
- 3.1.2 Religious Support
- 3.1.3 Human Relations
- 3.1.4 Relocation
- 3.1.5 Overseas Support
- 3.1.6 Risk Reduction
- 3.1.7 Legal Services
- 3.1.8 Voter Assistance
- 3.1.9 Transition/Retirement
- 3.1.10 Final Honors
- 3.1.11 Army Family Action Plan
- 3.1.12 Army Community Services

3.4 Workplace Environment

3.4.1 Workplace Modernization

3.4.2 Workplace Maintenance

3.5 Family Member Education

3.5.1 DODEA Schools

3.5.2 School Liaison Services

3.5.3 Education Transition

3.6 Family Programs

3.6.1 Mobilization and Deployment Support

3.6.2 Family Adaptation

3.6.3 Child Development Services

3.6.4 Youth Services

3.6.5 Exceptional Family Member Support

3.6.6 Family Advocacy

4 Personal Enrichment

4.1 Religious Programs

4.1.1 Religious Programs

4.2 Financial Readiness

4.2.1 Personal Financial Management

4.2.2 Financial Training

4.5 Educational Assistance

4.5.1 Family Member Continuing Education

4.6 Family Member Employment

4.6.1 Spouse Employment (Public)

4.6.2 Spouse Employment (Private)

4.7 MWR

4.7.1 Community Recreation

4.7.2 Sports & Fitness

4.7.3 Armed Forces Recreation
Centers

4.7.4 Pet Services

Goal (#): The short title and goal statement under which the subject function falls in the Well-Being Architecture.

Category (#.#): The short title and strategy statement under which the subject function falls in the Well-Being Architecture.

Function (#.#.#): The short title and purpose statement for the subject of the appendix.

Army Proponent(s): The staff element responsible for part or all of the function. If more than one proponent is involved, a lead proponent should be identified. The format should include the common reference to the staff element followed by the office symbol of the part of the organization with proponency (e.g., G-1 (DAPE-PR)).

Reference(s): The base documents from which an individual can gain a basic understanding of the subject function. The list does not need to be all encompassing but should include the principle works.

Homepage(s): Similar to the references, this item refers to internet locations where an individual can go to gain a fundamental understanding of the subject function. As much as possible the URL should take viewers directly to the specific subject material rather than requiring them to navigate a complex series of menus.

Constituents: There are seven Well-Being constituent groups: Soldiers (Active, Guard, Reserve), retirees, veterans, civilians, and family members. If part or all of the subject function affects a significant part or all of one of these constituent groups, then that group should be listed. This is not intended to be a detailed explanation of program eligibility. The active duty constituent group refers to soldiers from any of the three components currently serving on “active status.” When referring to the Guard or Reserve constituent groups, the reference is to the component.

Description: A short paragraph describing the subject function. This paragraph also establishes the boundaries for the function. That is, it indicates what is included and, if necessary, what is not included in this function from a Well-Being perspective.

Representative Army Programs/Initiatives: A listing of programs or initiatives associated with the subject function. The list does not need to be all encompassing but is simply intended to be illustrative of the description that immediately precedes it.

Associated Well-Being Functions: This list includes a bulletized listing of well-being functions with which significant functional overlap exists.

Current Status: Current Performance Measures, Metrics and Standards of the function.

Goal (#):
Category (#.#):
Function (#.#.#):

Army Proponent(s):
Reference(s):
Homepage(s):
Constituents:

Description:

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. | a. | | | | | | | | | |

Army Well-Being Strategic Goal #2: Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Associated Well-Being Strategies:

| <u>Category</u> | <u>Title</u> | <u>Strategy</u> |
|-----------------|---------------------|--|
| 2.2 | Pay & Compensation | Provide comparable compensation for serving Soldiers, retirees, and civilians. |
| 2.3 | Health Care | Provide quality, affordable, effective health care services for Soldiers and military families. |
| 2.4 | Housing | Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society. |
| 2.5 | Continuous Learning | Promote continuous personal and professional learning through expanded educational and professional training opportunities for Soldiers and civilians. |

Associated Well-Being Objectives:

| <u>Function</u> | <u>Title</u> | <u>Objectives</u> |
|-----------------|----------------------------|-------------------|
| 2.2.1 | Military Base Pay | See Appendix 1 |
| 2.2.2 | Allowances | See Appendix 2 |
| 2.2.3 | Retirement Pay | See Appendix 3 |
| 2.2.4 | Incentive & Special Pay | See Appendix 4 |
| 2.2.5 | Civilian Pay | See Appendix 5 |
| 2.2.6 | Other Compensation | See Appendix 6 |
| 2.2.7 | RC Employer Support | See Appendix 7 |
| 2.2.8 | Finance Processing | See Appendix 8 |
| 2.3.1 | Preventive Services | See Appendix 9 |
| 2.3.2 | Patient Care | See Appendix 10 |
| 2.3.3 | Dental Services | See Appendix 11 |
| 2.3.4 | Customer Service | See Appendix 12 |
| 2.3.5 | Health Care Infrastructure | See Appendix 13 |
| 2.4.1 | Family Housing | See Appendix 14 |
| 2.4.2 | Barracks Complexes | See Appendix 15 |
| 2.4.3 | Army Lodging | See Appendix 16 |

| <u>Function</u> | <u>Title</u> | <u>Objectives</u> |
|-----------------|-------------------------------|-------------------|
| 2.5.1 | Soldier Continuing Education | See Appendix 17 |
| 2.5.2 | Civilian Continuing Education | See Appendix 18 |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.1): Military Base Pay – Provide a foundation of financial compensation to Soldiers that provides a competitive standard of living.

Army Proponent(s): G-1 [DAPE-PRC]

Reference(s): DoD 7000.14R

Homepage(s): www.dtic.mil/comptroller/fmr/07a/index.html

Constituents: Soldiers

Description: Military base pay is the main component of military compensation, established by the Department of Defense in comparison with Department of Labor civilian pay data. It consists of the pay an officer or enlisted member is entitled to according to rank and longevity. Base pay is separate of additional amounts or allowances for quarters, subsistence, flying status, etc. It is an annual salary divided into 12 equal installments, subject to income tax withholding and FICA taxes, and entitled to active duty personnel and Reserve component members ordered to active duty or in a full-time status.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11): #461 – Pay Table Reform

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Are the Pay Tables IAW the final 9th QPMC recommendations? | a. Are the Pay Tables IAW the final 9th QPMC recommendations? | x | x | x | | | | x | 9 th QPMC Rpt | Yes/No |
| 2. What is the % of members receiving special pays? | a. What is the % of members receiving special pays? | x | x | x | | | | x | | Gap |
| 3. Is pay at 70th percentile of equity scale (for education and experience)? | a. Is pay at 70th percentile of equity scale (for education and experience)? | x | x | x | | | | x | 9 th QPMC Model | 70% |
| 4. What is level of dissatisfaction with Base Pay? | a. What is level of dissatisfaction with Base Pay? | x | x | x | | | | x | ARI/OSD Survey | <25% |

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.2): Allowances – Preclude Soldiers and their families from bearing out-of-pocket expenses caused by the unique requirements of Army life.

Army Proponent(s): G-1 [DAPE-PRC]

Reference(s): DoD 7000.14R

Homepage(s): www.dtic.mil/comptroller/fmr

Constituents: Soldiers and family members

Description: Out-of-Pocket expenses are those costs borne by Soldiers and their families from Base Pay caused by requirements of Army life (e.g., relocation expenses) that are either not reimbursed or for which the designate allowance does not cover the actual cost.

Representative Army Programs/Initiatives:

- Basic Allowance for Housing (BAH)
- Basic Allowance for Subsistence (BAS)

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11)
 - #307 – Inferior Shipment of Household Goods
 - #363 – Temporary Lodging Expenses
 - #400 – First Time PCS Dislocation Allowance
 - #442 – Lack of Benefits Due to Geographic Location
 - #448 – Basic Allowance for Housing Appropriation and Data Collection Criteria
 - #451 – CONUS Cost of Living Allowance Threshold Index
 - #455 – Extension of Temporary Lodging Expense
 - #457 – Modification of Weight Allowance Table
 - #458 – Newly Acquired Dependent Travel Entitlement

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Do resources equal identified requirements? | a. Do resources equal identified requirements? | x | x | x | | | | | MPI Budget | 100% |
| 2. Degree of satisfaction for reimbursable areas | a. Degree of satisfaction for reimbursable areas | x | x | x | | | | | Benchmark Data | 75% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 3. Are there areas of un-reimbursed expenses? | a. Are there areas of un-reimbursed expenses? | x | x | x | | | | | OSD/PDTATAC Studies | 0 |
| 4. Percent of out of pocket expenses borne by the soldier and family members | a. Percent of out of pocket expenses borne by the soldier and family members | x | x | x | | | | | OSD/PDTATAC Studies | 0% |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.3): Retirement Pay – Provide career Soldiers with a non-participating form of retirement compensation.

Army Proponent(s): G-1 [DAPE-PRC]

Reference(s): DoD 7000.14R

Homepage(s): <http://www.dtic.mil/comptroller/fmr/07b/index.html>
<http://www.dfas.mil/money/retired/>

Constituents: Soldiers

Description: Military retired pay is defined as “reduced compensation for reduced services.” Retired pay is generally computed either on length of service or on percentage of disability. Retiring Active Duty and Reserve Soldiers are eligible for retired pay. Payments are made monthly and administered by DFAS. If qualified, VA Disability Compensation offsets retired pay.

Representative Army Programs/Initiatives:

- Survivor Benefit Plan
- Thrift Savings Plan

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Do retirement authorizations conform to the latest approved study recommendations? | a. Do retirement authorizations conform to the latest approved study recommendations? | x | x | x | | x | | | | Yes/No |
| 2. What percent of E/S will retire? | a. What percent of E/S will retire? | x | x | x | | | | | Actuarial Data | 2.73% |
| 3. Are we maintaining pay parity between Retirees and Civilian retired benefits with COLA? | a. Are we maintaining pay parity between Retirees and Civilian retired benefits with COLA? | | | | | x | | | OSD/DOL | Gap |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 4. Is retirement pay providing effective incentive for continued service after 10/20 years? | a. Is retirement pay providing effective incentive for continued service after 10/20 years? | x | x | x | | | | | Retention Model | Gap |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.4): Incentive and Special Pay – To provide additional pay to adjust base compensation to unique circumstances (e.g., skills, locations, job characteristics) in order to maintain the compatibility/competitiveness of military or civilian compensation.

Army Proponent(s): G-1 [DAPE- PRC]

Reference(s): DoD 7000.14R

Homepage(s): <http://www.dtic.mil/comptroller/fmr/07c>
<http://www.dfas.mil>

Constituents: Soldiers and civilians

Description: Incentive pay is a wage amount, in addition to other pay and allowances, intended to attract or retain Soldiers into hazardous or critical skills. Entitlement must meet DoD-established criteria, extends only for the duration of the duty, and, depending on the type of incentive, is payable in either a lump sum or in installments. Incentive pay is subject to income tax withholding but not FICA taxes.

Special pay is a wage amount, in addition to other pay or allowances, awarded to service members with duties that are extremely demanding or require advanced skill proficiency, or as a bonus for enlistment/accesion or continued service. The amount is payable in a lump sum or in installments for the duration of the duty concerned, depending upon the type of pay, and is subject to income tax withholding but not FICA taxes. DoD-established criteria must be met and longer duration duties are subject to annual eligibility certification.

Civilian Incentive pay is in addition to other pay and allowances, intended to attract or retain civilians into positions identified as hard-to-fill. Entitlements must meet the Office of Personnel Management or DoD's established criteria. Depending on the type of incentive, the payment may be made as either a lump sum or in biweekly payments. Incentive pay is subject to income tax withholding and FICA taxes.

Representative Army Programs/Initiatives:

- Aviation Career Incentive Pay
- Hazardous Duty Incentive Pay
- Hostile Fire or Imminent Danger Pay
- Enlistment and Reenlistment Bonus
- Foreign Language Proficiency
- Critical Skills Pay (doctors, dentists, nurses, veterinarians, and optometrists)
- Other special situations such as enlisted overseas extensions, and hardship duties.

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
#483 – Incentives for Reserve Component Military Technicians

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Number of skill sets required for recruitment/retention? | a. Number of skill sets required for recruitment/retention? | x | x | x | | | | | DAPE-MPE/MPA | 25 |
| 2. Percent of existing skill sets that must be retained? | a. Percent of existing skill sets that must be retained? | x | x | x | | | | | DAPE-MPE | 70% |
| 3. Number of requests for changes in Special Pay? | a. Number of requests for changes in Special Pay? | x | x | x | | | | | Benchmark Data | 6 |
| 4. What percent of eligible population is participating in Incentive and Special Pay? | a. What percent of eligible population is participating in Incentive and Special Pay? | x | x | x | | | | | Take Rate | 90% |
| 5. Is the Army meeting recruiting and retention requirements for defined skills or duty circumstances? | a. Is the Army meeting recruiting and retention requirements for defined skills or duty circumstances? | x | x | x | | | | | DAPE-MPE/MPA | 100% |

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.5): Civilian Pay – Provide the foundation of financial compensation for DA Civilians sufficient to attract and retain the required workforce.

Army Proponent(s): G-1 [DAPE-CP-PL]

Reference(s):

- Title 5, U.S. Code ---
 - Chapter 51, sections 5101 to 5113 – Classification
 - Chapter 53, subchapter I, section 5301 – Pay Policy
 - Chapter 53, Subchapter I, section 5302 (8) and (9) – Pay Definition, and section 5304 – Locality-based Comparability Payments
 - Chapter 53, subchapter III, sections 5331 to 5336 – GS Pay Rates
 - Chapter 53, Sections 5361-5366, Grade and Pay Retention
 - Chapter 55, Section 5545 (d) – Hazardous Duty Differential
 - Chapter 57, Subchapter IV, section 5753 to 5755
 - Chapter 59, subchapter III, section 5924 – Cost-of-living Allowances
 - Chapter 43, sections 4302 and 4303 – Performance Appraisal
 - Chapter 75, subchapter II, section 7512 – Adverse Actions
- Title 5, CFR ---
 - Part 511 - Classification Under the General Schedule
 - Part 530, subpart C – Special Salary Rate Schedules;
 - Part 531, Subpart B – Determining Rate of Basic Pay: subpart D – Within Grade Increases; subpart E- Quality Step Increases
 - Part 531, subpart F – Locality-based Comparability Payments
 - Part 536 – Grade and Pay Retention
 - Part 550, subpart I – Pay for Duty Involving Physical Hardship or Hazard
 - Part 575, subparts A, B, C, and D – Recruitment and Relocation Bonuses, Retention Allowances, and Supervisory Differential
 - Part 591, subpart B – Cost-of-living Allowance and Post Differential – non-foreign areas
 - Part 430, Subpart B – Performance Appraisal for the General Schedule
 - Part 432, sections 432.101 to 432.107 – Performance Reduction in Grade and Removal Actions
 - Part 752, Section 752.401 (a)(3) – Adverse Actions

Homepage(s): <http://www.opm.gov/cfr/index.htm>
<http://cpol.army.mil/index.html>
<http://cpol.army.mil/permis/index.html>
<http://cpol.army.mil/library/armyregs/memos.html#T&LD>

Constituents: Civilians

Description: Civilian pay is the salary for Department of Defense civilian employees. Similar to military base pay, it is the main component of civilian compensation and is determined by rank and longevity, expressed as grade level and step. Civilian pay is an annual salary divided into 26 pay-periods.

Representative Army Programs/Initiatives:

- Civilian Personnel Management System XXI – Compensation System Development

Associated Well-Being Functions:

- Incentive and Special Pay (2.2.4)
- Other Compensation (2.2.6)
- Army Family Action Plan (3.1.11):
 - #332 – Portability of Benefits Act for NAF Employees of 1990
 - #479 – Equal Compensatory Time for Full-Time NAF Employees
 - #481 – Federal Employee Paid Parental Leave

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Are Critical elements of compensation fully funded? | a. Are Critical elements of compensation fully funded? | | | | | | X | | DASA (FO) | 100% |
| 2. What is the accuracy and timeliness of the Defense Civilian Pay system (DCPS)? | a. What is the accuracy and timeliness of the Defense Civilian Pay system (DCPS)? | | | | | | X | | Civilian Human Resources Annual Evaluation | 15% |
| 3. What is the level of customer satisfaction with the pay process? | a. What is the level of customer satisfaction with the pay process? | | | | | | X | | Civilian Human Resources Annual Evaluation | 25% |
| 4. What is the average DA civilian compensation compared to a national baseline? | a. What is the average DA civilian compensation compared to a national baseline? | | | | | | X | | FY01 Saratoga Institute Metrics | \$55,977 |
| 5. What is the level of dissatisfaction with compensation (i.e., basic pay, allowances, incentives, bonuses, etc.)? | a. What is the level of dissatisfaction with compensation (i.e., basic pay, allowances, incentives, bonuses, etc.)? | | | | | | X | | DASA (FO) | Gap |

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.6): Other Compensation – Services provided to eligible personnel that extend the purchasing power of their pay or provide greater convenience/access to services.

Army Proponent(s): ASA(M&RA); G-1; G-4

Reference(s): DoD 1330.17-R, Armed Services Commissary Regulations

DoDD 5105.55, Defense Commissary Agency

AR 60-20, AR 60-10, DOD 1330.9

Homepage(s): www.commissaries.com

www.aafes.com

Constituents: Soldiers, retirees, civilians serving overseas, and family members

Description: Other compensation refers to those benefits of military service that increase the value of the military compensation package. These include such things as use of the commissary and exchange systems.

Representative Army Programs/Initiatives:

- Army and Air Force Exchange Services (AAFES)
- Commissary.

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Number of PX/Commissaries? | a. Number of PX/Commissaries? | x | x | x | | x | x | x | AAFES / DECA | 16492 |
| 2. Percent of eligible population served? | a. Percent of eligible population served? | x | x | x | | x | x | x | AAFES / DECA | 50% |
| 3. Customer satisfaction with savings? | a. Customer satisfaction with savings? | x | x | x | | x | x | x | AAFES / DECA | 75% |
| 4. Number of users? | a. Number of users? | x | x | x | | x | x | x | AAFES / DECA | Gap |
| 5. What is Regular Military Compensation savings? | a. What is Regular Military Compensation savings? | x | x | x | | x | x | x | AAFES / DECA | 14% |
| 6. What percent of eligible population is using PX & Commissaries? | a. What percent of eligible population is using PX & Commissaries? | x | x | x | | x | x | x | AAFES / DECA | Gap |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.7): RC Employer Support – Promote continuity of economic support for RC soldiers and their families when transitioned to and from active status both for training and operations.

Army Proponent(s): ARNG, OCAR

Reference(s): DODI #1250.1

Homepage(s): <http://www.esgr.org/index.html>

Constituents: Reserve Component soldiers

Description: Supported by a DoD agency established by Congress in 1972, this function promotes understanding and support among employers for employees who serve in the National Guard and Reserves.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #486 – Tax Credit for Employers of Reserve Component Soldiers on Extended Active Duty

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| | | | | | | | | | | |

UNDER DEVELOPMENT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.

Function (2.2.8): Finance Processing – Services provided to eligible personnel to ensure timely and correct receipt of compensation and benefits.

Army Proponent(s): G-1 [DAPE-PRC]; TAPC

Reference(s): AR 37-104-4

Homepage(s): <http://www.dfas.mil/>

Constituents: Soldiers, retirees, and civilians

Description: Finance processing refers to the processes and procedures used to ensure individuals receive timely and correct compensation and benefits. It is the “customer service” mechanism through which the Finance and Accounting System can be accessed for information, to make dispersal changes, or to correct errors.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #232 – Incapacitation Pay Procedures
 - #351 – Emergency Relief for Reserve Components
 - #473 – Untimely Finance Transactions

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| | | | | | | | | | | |

UNDER DEVELOPMENT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.

Function (2.3.1): Preventive Services – Provide services to monitor and enhance health related issues such as immunizations, age and gender appropriate screening, occupational safety, and environmental surveillance.

Army Proponent(s): OTSG

Reference(s): OTSG Balanced Scorecard, AR 40-3

Homepage(s): <http://chppm-www.apgea.army.mil>
<http://www.armymedicine.army.mil>
<http://tricare.osd.mil>
<http://hooah4health.com>

Constituents: Soldiers, retirees, their family members, and selected civilians.

Description: All activities involved in ensuring that the military force is healthy and prepared to face physiological and psychological threats in the event of deployment. It also assures a safe workplace and community. Primary activities include immunizations, age and gender appropriate screening, injury prevention, and environmental surveillance.

Representative Army Programs/Initiatives:

- Injury Prevention Program
- MEDPROS
- E-Health

Associated Well-Being Functions:

- Risk Reduction (3.1.6)
- Army Family Action Plan (3.1.11):
#428 – Deployment Medication

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|---|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How many tests, exams, etc. were performed? | a. How many tests, exams, etc. were performed? | x | x | x | | x | x | x | | Gap |
| 2. How well did we perform the tests, exams, etc.? | a. Hgb A1C Annual Testing Rates | | | | | x | | x | AMEDD Balanced Scorecard (C-7b) | 90% |
| | b. PC Index - Mammography | x | | | | x | | x | Health Care Survey of DoD Beneficiaries | 70% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard | |
|--------------------------------|---|-------------------------------|---|---|---|---|---|---|---|----------------------------------|-------|
| | | Soldiers | | | V | R | C | F | | | |
| | | A | G | R | | | | | | | |
| | c. PC Index - Pap Smear | x | | | | x | | x | Health Care Survey of DoD Beneficiaries | 90% | |
| | d. PC Index - Hypertension | x | | | | x | | x | Health Care Survey of DoD Beneficiaries | 95% | |
| | e. PC Index - Flu Shot | x | | | | x | | x | Health Care Survey of DoD Beneficiaries | 90% | |
| | f. PC Index - Prenatal Care | x | | | | x | | x | Health Care Survey of DoD Beneficiaries | 90% | |
| | g. FECA Claim Rate - new | | | | | | x | | AMEDD Balanced Scorecard (F-1a) | < 3 | |
| | h. FECA Claim Rate - old | | | | | | x | | AMEDD Balanced Scorecard | < 10 | |
| | 3. How many injuries/illnesses affected our people? | a. Preventable admission rate | x | | | | | | | Military Health System Data Mart | < 2.0 |
| | | b. Preventable admission rate | | | | | x | | x | Military Health System Data Mart | < 2.7 |
| c. Injury Rate/1000 | | x | | | | | | | Army Medical Surveillance Activity | < 91.5 | |
| 4. How healthy are our people? | a. Mental Health Status | x | | | | | | | Health Care Survey of DoD Beneficiaries | < 6% | |
| | b. Mental Health Status | | | | | | | x | Health Care Survey of DoD Beneficiaries | < 8% | |
| | c. Physical Health Status | x | | | | | | | Health Care Survey of DoD Beneficiaries | < 11% | |
| | d. Physical Health Status | | | | | | | x | Health Care Survey of DoD Beneficiaries | < 14% | |

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.

Function (2.3.2): Patient Care – Provide eligible personnel with required medical treatment equaling or exceeding professional benchmarks.

Army Proponent(s): OTSG

Reference: AR 40-3

Homepage(s): <http://www.armymedicine.army.mil>
<http://TRICARE.osd.mil>

Constituents: Soldiers, retirees, their families, and other eligible beneficiaries.

Description: All activities involved in the care and treatment of eligible beneficiaries. The TRICARE program, a combination of the military's direct care system and civilian providers, is the process by which care is provided and benefits afforded. This includes inpatient hospitalization and outpatient care. This function does not include the health benefit plan administered as a Civilian Personnel Office compensation, but does include the care provided to civilians as a result of work-related injuries or illnesses.

Representative Army Programs/Initiatives:

- TRICARE

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #122 – Non-subsidized RC Group Health and Dental Insurance
 - #402 – Health Care Benefits for Retirees Age 65 and Over
 - #408 – Medical Care at Remote Locations
 - #424 – Beneficiary Expansion for TRICARE Prime Remote
 - #468 – TRICARE Chiropractic Services
 - #484 – OCONUS Medical/Dental Personnel Shortages
 - #487 – TRICARE Services in Remote OCONUS Locations

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--|-----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How many beneficiaries were enrolled in TRICARE Prime? | a. How many beneficiaries were enrolled in TRICARE Prime? | x | x | x | | x | x | x | Military Health System Data Mart & DEERS | 1,626,711 |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 2. How well do customers support the Army Health Care System? | a. How well do customers support the Army Health Care System? | x | x | x | | x | x | x | AMEDD Balanced Scorecard (IP-14) | 90% |
| 3. How many illnesses/injuries affected our people? | a. How many illnesses/injuries affected our people? | x | x | x | | x | x | x | Defense Health Plan Performance Contract | < 195 |
| 4. How successful was the medical care? | a. How successful was the medical care? | x | x | x | | x | x | x | AMEDD Balanced Scorecard (C-8) | 92% |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.

Function (2.3.3): Dental Services – Provide eligible personnel with required dental treatment equaling or exceeding professional benchmarks.

Army Proponent(s): OTSG

Reference(s): AR 40-3

AR 40-35

AR 40-400

Homepage(s): <http://www.dencom.army.mil/>
<http://www.tricare.osd.mil>

Constituents: Soldiers, retirees, and their families.

Description: For active duty soldiers, preventive and restorative care is provided by the military Dental Treatment Facilities (DTF). For soldiers in remote locations, the Military Medical Support Office coordinates care delivered by civilian providers. Dental care for active duty family members, and soldiers of the SELRES and their families, is provided through the TRICARE Dental Program. In some overseas locations, dental care for active duty family members may be available in military dental treatment facilities. Dental care for military retirees and their eligible family members is provided through the TRICARE Retiree Dental Program. This function does not include civilian dental care administered through the Civilian Personnel System benefit plans.

Representative Army Programs/Initiatives:

- TRICARE Dental Program (TDP)
- TRICARE Retiree Dental Program
- Community Oral Health Promotion Disease Prevention Program
- Dental Readiness Program
- Clinical Oral Health Promotion Disease Prevention Program
- Dental Care Optimization (DCO)

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|-------------------------------|--|--------------|---|---|---|---|---|---|---|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How much care is provided? | a. Average monthly workload per provider | x | | | | | | | DENTAC Balanced Scorecard (IP-7b) | Gap |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|---|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 2. How well do patients gain access to dental care? | a. DTFs meeting 21 day access standard | x | | | | | | | DENTAC Balanced Scorecard (C-6c) | 100% |
| 3. How satisfied are patients with their dental treatment? | a. Satisfaction w/ Dental Care | x | | | | | | | DENTAC Balanced Scorecard (C-4a) | 96% |
| 4. How good is the supporting infrastructure? | a. DTF Facility Condition Index | x | | | | | | | DENTAC Balanced Scorecard (IP-5c) | < 10% |
| | b. Ancillary staffing alignment w/ provider staffing | x | | | | | | | DENTAC Balanced Scorecard (IP-10) | 95% |
| 5. How many people have no dental needs? | a. % w/ no dental needs - Fitness Class #1 | x | | | | | | | DENTAC Balanced Scorecard (IP-2) | 65% |
| 6. What is the dental health of our people? | a. % meeting dental readiness standards - Fitness Class #1&2 | x | | | | | | | DENTAC Balanced Scorecard (C-1) | 95% |

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.

Function (2.3.4): Customer Service – Provide eligible personnel timely access to medical and dental information and services that meet customer expectations.

Army Proponent(s): OTSG

Reference(s): TRICARE standards

AMEDD Balanced Scorecard

Homepage(s): <http://www.armymedicine.army.mil>

<http://TRICARE.osd.mil>

Constituents: Soldiers, retirees, their families and civilians

Description: All of the aspects of the beneficiary-system interface process. It includes interpersonal exchanges, education, communication and marketing, and the process by which access to care is managed. This service results in a knowledgeable patient receiving the appropriate care in a timely and satisfying manner.

Representative Army Programs/Initiatives:

- MTF Optimization Initiative
- Women's Health Improvement Initiative
- Venture Capital Initiative
- TRICARE Plus Program
- VA/Did Resource Sharing

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #470 – TRICARE Personnel Training
 - #477 – Dissemination of Accurate TRICARE Information

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How many beneficiaries are seen at Army MTFs? | a. Percent of Outpatient Visits @ Direct Care System | x | | | | x | | x | Defense Health Plan Performance Contract | 82.7% |
| 2. How well did we reduce the hassle factor? | a. Patients seen by their PCM | x | | | | x | | x | AMEDD Balanced Scorecard (C-10a) | 70% |
| 3. How well did we streamline access to care? | a. MTF Appointments meeting TRICARE Access Standards | x | | | | x | | x | AMEDD Balanced Scorecard (IP-10) | 90% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|---|--------------|---|---|---|---|---|---|--|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 4. How satisfied are our customers with their health care? | a. Customer Satisfaction w/ Appointment Process | x | | | | x | | x | Defense Health Plan Performance Contract | 84% |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.

Function (2.3.5): Health Care Infrastructure – To ensure sufficient infrastructure for health care delivery is both available and functioning to appropriate professional benchmarks.

Army Proponent(s): OTSG

Reference(s): Army Medical Department Facilities Life Cycle Plan

Homepage(s): <http://www.armymedicine.army.mil>

<http://TRICARE.osd.mil>

Constituents: Soldiers, retirees, their families, and other eligible beneficiaries.

Description: Maintains a reliable health facility infrastructure and deploys health facility expertise that supports the mission of the Army and Army Medical Department. Facility life cycle management (FLCM) is the strategy for operations and maintenance and capital investing. In order to maintain a reliable infrastructure near-term objectives include: assessing the existing infrastructure, improving management tools, and leveraging information technologies. A complete assessment and understanding of the inventory is pivotal to developing appropriate targets for the mid and long term objectives.

Representative Army Programs/Initiatives:

Associated Well-Being Functions: n/a

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|-----------------------------------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How much infrastructure does the Army improve? | a. Funded Regulatory Projects | x | | | | x | | x | AMEDD Balanced Scorecard (IP-12a) | 100% |
| | b. Funded Infrastructure Projects | x | | | | x | | x | AMEDD Balanced Scorecard (IP-12b) | 50% |
| | c. Funded Modernization Projects | x | | | | x | | x | AMEDD Balanced Scorecard (IP-12c) | 50% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 2. How well qualified are physicians and other care providers? | a. AMEDD Providers Fully Licensed in CCQAS | x | | | | x | | x | AMEDD Balanced Scorecard (IP-7a) | 100% |
| | b. Eligible Physicians Board Certified | x | | | | x | | x | AMEDD Balanced Scorecard (L-4a) | 100% |
| 3. What is the condition of health care facilities? | a. Facility Condition Index - Medical Centers & Hospitals | x | | | | x | | x | Installation Status Report | 100 |
| | b. Facility Condition Index - Medical Support Facilities | x | | | | x | | x | Installation Status Report | 100 |
| | c. Facility Condition Index - Dispensaries & Clinics | x | | | | x | | x | Installation Status Report | 100 |
| 4. What is the quality of our MTFs? | a. JCAHO Scores | x | | | | x | | x | JCAHO Survey | 91 |

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.4): Housing – Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society.

Function (2.4.1): Family Housing – Provide adequate family housing for active military and eligible DOD personnel.

Army Proponent(s): ACSIM (DAIM-FD); G-1 (DAPE-HR)

Reference(s): AR 210-50

Homepage(s): <http://www.hqda.army.mil/acsim/fd/housing/fhousing.htm>

Constituents: Active duty soldiers and their families.

Description: Provides active duty soldiers and their families with housing commensurate with that of civilian society, maintains that quality standard, and delivers housing services (including assignment, termination and referral).

Representative Army Programs/Initiatives: Residential Communities Initiative, Army Family Housing Construction, Family Housing Whole Neighborhood Revitalization, Community Homefinding, Relocation and Referral Services, and Basic Allowance for Housing.

Associated Well-Being Functions:

- Allowances (2.2.2): includes Basic Allowance for Housing (BAH)
- Relocation Services (3.1.4): includes Relocation Information Services
- Army Family Action Plan (3.1.11):
 - #440 – Revitalize All Army Family Housing and Eliminate the Deficit by 2010

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What percentage of Army families has access to adequate family housing | a. What percentage of Army families has access to adequate family housing | x | | | | | x | x | AFHMA; ASIP | 95% |
| 2. What percentage of Army-Controlled family housing meets "Army standards"? | a. What percentage of Army-Controlled family housing meets "Army standards"? | x | | | | | x | x | ISR 1 | 95% |
| 3. What percentage of the total Army Family Housing requirement is currently being met? | a. What percentage of the total Army Family Housing requirement is currently being met? | x | | | | | x | x | AFHMA | 100% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 4. What is the overall satisfaction with Army-controlled family housing? | a. What is the overall satisfaction with Army-controlled family housing? | x | | | | | x | x | SSMP; SAF | 95% |
| 5. What is the overall satisfaction with off-post privately owned or privately rented family housing? | a. What is the overall satisfaction with off-post privately owned or privately rented family housing? | x | | | | | x | x | SSMP; SAF | 95% |
| 6. Based on your Army experience, how satisfied or dissatisfied are you with the amount of Basic Allowance for Housing (BAH)? | a. Based on your Army experience, how satisfied or dissatisfied are you with the amount of Basic Allowance for Housing (BAH)? | x | | | | | x | x | SSMP; SAF | Gap |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.4): Housing – Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society.

Function (2.4.2): Barracks Complexes – Provide a quality place to live for eligible military personnel permanently assigned to an installation; and adequate housing for units and Soldiers when mobilized or during training.

Army Proponent(s): ACSIM (DAIM-FD)

Reference(s): AR 210-50

Homepage(s): <http://www.hqda.army.mil/acsim/fd/housing/fhousing.htm>

Constituents: Soldiers

Description: Facilities used to house personnel not residing with family members. These facilities are normally found in a dormitory-like configuration. In the active force, barracks complexes are comprised of the barracks facilities themselves plus the dining facility and administrative work areas used to support an entire unit. Trainee barracks, unaccompanied officer and senior enlisted quarters are also considered a part of this function. (Workplace Modernization, ID #3.4.1 contains related Army Facility Strategy focused investment information.)

Representative Army Programs/Initiatives:

- Barracks Modernization Program

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the quality, measured against Army standards, for: | a. Enlisted Unaccompanied Personnel Housing? | x | | | | | | | ISR1 (FCG F7210) | 90% |
| | b. Enlisted Trainee Barracks? | x | x | x | | | | | ISR1 (FCG F7218) | 90% |
| | c. UPH Dining Facilities? | x | | | | | | | ISR1 (FCG F7220) | 90% |
| | d. AT/Mobilization Barracks? | x | x | x | | | | | ISR1 (FCG F7211) | 90% |
| 2. What percentage of requirements did the Army meet for: | a. Enlisted Unaccompanied Personnel Housing? | x | | | | | | | ISR1 (FCG F7210) | 90% |
| | b. Enlisted Trainee Barracks? | x | x | x | | | | | ISR1 (FCG F7218) | 90% |

[illegible]

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Category (2.4): Housing – Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society.

Function (2.4.3): Army Lodging – Provide official travelers and other authorized guests with quality temporary lodging accommodations, commensurate with mid-range commercial hotels, at the lowest possible cost.

Army Proponent(s): CFSC (CFSC-BP-L)

Reference(s): AR 215-1

AR 210-50

Homepages(s): <http://www.mwrhuachuca.com/lodging.htm>
<http://www.armymwr.com/portal/travel/lodging/>

Constituents: Soldiers, retirees, civilians, and family members.

Description: Facilities providing short and long term transient accommodations for travel incident to either TDY or PCS with accommodations provided on a space available basis to other authorized patrons.

Representative Army Programs/Initiatives:

- Lodging Success Program (LSP): Establishes contracts with commercial hotels at rates below per diem to provide accommodations to TDY and PCS travelers in geographic locations where either no Army Lodging facilities exist or where the demand for Army Lodging facilities far exceeds the supply.
- Army Lodging Wellness Plan: Provides the blueprint for long-term improvement in Army Lodging facilities, services and operations.

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How much Army-owned lodging capacity is available (compared to the requirement)? | a. How much Army-owned lodging capacity is available (compared to the requirement)? | x | x | x | | x | x | x | Gap | Gap |
| 2. What % of lodging capacity meets standards? | a. What % of lodging capacity meets standards? | x | x | x | | x | x | x | Gap | Gap |
| 3. What is the Army Lodging occupancy rate? | a. What is the Army Lodging occupancy rate? | x | x | x | | x | x | x | CFSC | 80% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 4. What % of official travelers was the Army able to serve? | a. What % of official travelers was the Army able to serve? | x | x | x | | | x | | CFSC | 85% |
| 5. What is the level of customer satisfaction with Army Lodging? | a. What is the level of customer satisfaction with Army Lodging? | x | x | x | | x | x | x | [ISR 3]; SAF; Proxy | 85% |

DRAFT

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers, civilians, and their families.

Category (2.5): Continuous Learning – Promote continuous personal and professional learning through expanded educational and professional training opportunities for Soldiers and civilians.

Function (2.5.1): Soldier Continuing Education – Provide Soldiers with voluntary civilian education opportunities for personal development or undergraduate and graduate degrees.

Army Proponent(s): G-1

Reference(s): Sections 1142, 2005, 2007, and 4302 of Title 10 USC

DOD Directive 1322.8

DOD Instruction 1322.25

DOD Instruction 1322.19

AR 621-5.

Homepage(s): http://www.armyeducation.army.mil/Vision_Mission.html#

Constituents: Soldiers

Description: Within the context of Well-Being, “Soldier Education” focuses on the Army Continuing Education System (ACES) and its mission of providing lifelong learning opportunities for soldiers through quality self-development programs and services.

Representative Army Programs/Initiatives:

- Basic Skills Program
- Army Career Degrees
- GI to Jobs - Credentialing the Soldier
- Tuition Assistance
- eArmyU
- Multi-Use Learning Facilities (MLF)

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #385 – Montgomery G.I. Bill for Veterans Education Assistance Program Era

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the percentage of Soldiers who have access to an opportunity for continuing education? | a. What is the percentage of Soldiers who have access to an opportunity for continuing education? | x | x | x | | | | | Gap | Gap |
| 2. What percentage of required continuing education facilities did the Army meet? | a. What percentage of required continuing education facilities did the Army meet? | x | | | | | | | ISR 1; booklet 45 | 1817149 |
| 3. What is the percentage of Soldiers that have adequate access to continuing education of the ‘right type’ of educational institution or program? | a. What is the percentage of Soldiers that have adequate access to continuing education of the ‘right type’ of educational institution or program? | x | x | x | | | | | | Gap |
| 4. What is the quality of Army continuing education facilities? | a. What is the quality of Army continuing education facilities? | x | x | | | | | | ISR 1; booklet 45 | 92 |
| 5. What is the percentage of Soldiers who participate in some form of continuing education program? | a. What is the percentage of Soldiers who participate in some form of continuing education program? | x | | | | | | | TAPC-PDE (Quarterly/ Annual Reports) | 75% |
| 6. What is the percentage of Soldiers who increased their civilian education level (post-secondary, vo-tech certificate, or degrees)? | a. What is the percentage of Soldiers who increased their civilian education level (post-secondary, vo-tech certificate, or degrees)? | x | | | | | | | TAPC-PDE (Quarterly/ Annual Reports) | 75% |
| 7. What is the degree of satisfaction with the opportunity for and/or information about continuing education? | a. What is the degree of satisfaction with the opportunity for and/or information about continuing education? | x | x | x | | | | | Gap | Gap |
| 8. What percentage of required continuing education facilities did the Army meet? | a. What percentage of required continuing education facilities did the Army meet? | | x | | | | | | ISR1; booklet 45 | 19500 |
| 9. What percentage of required continuing education facilities did the Army meet? | a. What percentage of required continuing education facilities did the Army meet? | | | x | | | | | ISR1; booklet 45 | Gap |
| 10. What is the quality of Army continuing education facilities? | a. What is the quality of Army continuing education facilities? | | | x | | | | | ISR1; booklet 45 | Gap |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 11. What is the percentage of Soldiers who participate in some form of continuing education program? | a. What is the percentage of Soldiers who participate in some form of continuing education program? | | x | x | | | | | TAPC-PDE (Quarterly/ Annual Reports) | Gap |
| 12. What is the percentage of Soldiers who increased their civilian education level (post-secondary, vo-tech certificate, or degrees)? | a. What is the percentage of Soldiers who increased their civilian education level (post-secondary, vo-tech certificate, or degrees)? | | x | x | | | | | TAPC-PDE (Quarterly/ Annual Reports) | Gap |

DRAFT

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard | |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|-----|
| | | Soldiers | | | V | R | C | F | | | |
| | | A | G | R | | | | | | | |
| 1. What is the percentage of civilians who have access to an opportunity for continuing education? | a. What is the percentage of civilians who have access to an opportunity for continuing education? | | | | | | | x | | Gap | Gap |
| 2. What is the percentage of civilians that have adequate access to continuing education of the 'right type' of educational institution or program? | a. What is the percentage of civilians that have adequate access to continuing education of the 'right type' of educational institution or program? | | | | | | | x | | Gap | Gap |
| 3. What is the percentage of the civilian workforce who participate in some form of continuing education program? | a. What is the percentage of the civilian workforce who participate in some form of continuing education program? | | | | | | | x | | Gap | Gap |
| 4. What is the percentage of civilians who increased their civilian education level (post-secondary, vo-tech certificate or degree)? | a. What is the percentage of civilians who increased their civilian education level (post-secondary, vo-tech certificate or degree)? | | | | | | | x | | Gap | Gap |
| 5. What is the degree of satisfaction with the opportunity for and/or information about continuing education? | a. What is the degree of satisfaction with the opportunity for and/or information about continuing education? | | | | | | | x | | Gap | Gap |

Army Well-Being Strategic Goal #3: Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Associated Well-Being Strategies:

| <u>Category</u> | <u>Title</u> | <u>Strategy</u> |
|-----------------|-------------------------|---|
| 3.1 | Command Programs | Provide effective command programs that contribute to a positive command climate and maximize personal readiness. |
| 3.4 | Workplace Environment | Provide Soldiers and civilians with quality workplace environments commensurate with that of civilian society. |
| 3.5 | Family Member Education | Provide for a consistent quality educational experience for military family member students. |
| 3.6 | Family Programs | Provide support for families and encourage self-reliance through effective family programs. |

Associated Well-Being Objectives:

| <u>Function</u> | <u>Title</u> | <u>Objectives</u> |
|-----------------|-------------------------|-------------------|
| 3.1.1 | Safety | See Appendix 1 |
| 3.1.2 | Religious Support | See Appendix 2 |
| 3.1.3 | Human Relations | See Appendix 3 |
| 3.1.4 | Relocation | See Appendix 4 |
| 3.1.5 | Overseas Support | See Appendix 5 |
| 3.1.6 | Risk Reduction | See Appendix 6 |
| 3.1.7 | Legal Services | See Appendix 7 |
| 3.1.8 | Voter Assistance | See Appendix 8 |
| 3.1.9 | Transition/Retirement | See Appendix 9 |
| 3.1.10 | Final Honors | See Appendix 10 |
| 3.1.11 | Army Family Action Plan | See Appendix 11 |
| 3.1.12 | Army Community Services | See Appendix 12 |

| <u>Function</u> | <u>Title</u> | <u>Objectives</u> |
|-----------------|-------------------------------------|-------------------|
| 3.4.1 | Workplace Modernization | See Appendix 13 |
| 3.4.2 | Workplace Maintenance | See Appendix 14 |
| 3.5.1 | DODEA Schools | See Appendix 15 |
| 3.5.2 | School Liaison Services | See Appendix 16 |
| 3.5.3 | Education Transition | See Appendix 17 |
| 3.6.1 | Mobilization and Deployment Support | See Appendix 18 |
| 3.6.2 | Family Adaptation | See Appendix 19 |
| 3.6.3 | Child Development Services | See Appendix 20 |
| 3.6.4 | Youth Services | See Appendix 21 |
| 3.6.5 | Exceptional Family Member Support | See Appendix 22 |
| 3.6.6 | Family Advocacy | See Appendix 23 |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.1): Safety – Enhance safety by providing education and safety awareness and risk management training.

Army Proponent(s): Army Safety Office [DACS-SF], OTSG

Reference(s): AR 385-10, Army Safety Program

Homepage(s): <http://safety.army.mil>

Constituents: Soldiers, civilians, and family members

Description: Programs that ensure the Army is a safe place for people to work and live by embedding safety considerations and risk management in all aspects of Army life and encouraging continuous application of safety principles by all members of the Army community.

Representative Army Programs/Initiatives:

- Operational Risk Management
- Accident Prevention Program

Associated Well-Being Functions:

- Preventive Services (2.3.1)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| | | | | | | | | | | |

UNDER DEVELOPMENT

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.2): Religious Support – Provide the opportunity to participate in religious worship for all Soldiers deployed and in field settings, and at garrison locations.

Army Proponent(s): Chief of Chaplains

Reference(s): AR 165-1 Chaplain Activities in the United States Army, Chapter 3

Homepage(s): <http://www.chapnet.army.mil>

Constituents: Soldiers, retirees, civilians and family members

Description: The conduct of religious services, as required by public law, in both field and garrison settings. This includes the protection of “free exercise” rights, monitoring and influencing the moral health of the community, and support of spiritual and religious programs established by the Commander’s Master Religious Plan (CMRP).

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

- Family Adaptation (3.6.2) Building Strong and Ready Families
- Religious Programs (4.1.1)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Were resources adequate to provide religious support? | a. Were resources adequate to provide religious support? | x | x | x | | x | x | x | TAADS-R | 90% |
| 2. What percentage of the statutory and mission essential programs in the CMRP are fully funded? | a. What percentage of the statutory and mission essential programs in the CMRP are fully funded? | x | x | x | | x | x | x | CMRP Tracking Records | 90% |
| 3. Percentage of ASIP population served annually compared with demographically adjusted national averages? | a. Percentage of ASIP population served annually compared with demographically adjusted national averages? | x | x | x | | x | x | x | CMRP Tracking Records | 15% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 4. Are the Soldiers and supported populations religious needs being met? | a. Are the Soldiers and supported populations religious needs being met? | x | x | x | | x | x | x | CMRP Tracking Records; Installation Chaplain Surveys; SSMP | 95% |

DRAFT

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.3): Human Relations – Eliminate harassment, discriminatory practice and unfair treatment.

Army Proponent(s): G-1 [DAPE-HR], ASA(M&RA) [SAMR-HR]

Reference(s): AR 600-20, AR 690-600, AR 690-12, AR 600-23

Homepage(s): <http://oasamra5.army.pentagon.mil/eeoa/>
<http://oasamra5.pentagon.mil/index2.htm>
<http://www.odcsper.army.mil/default.asp?pageid=12f>

Constituents: Soldiers, civilians, and family members

Description: To reduce the number and severity of harassment, discriminatory practice and unfair treatment incidents Army-wide.

Representative Army Programs/Initiatives:

- Equal Opportunity
- Equal Employment Opportunity
- 2001 Army Human Relations Action Plan

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Percentage of EO Advisor positions being filled | a. Percentage of EO Advisor positions being filled | x | x | x | | | | | EDAS Database | 90% |
| 2. Percentage of commands conducting command climate surveys | a. Percentage of commands conducting command climate surveys | x | x | x | | | | | EO Database | 90% |
| 3. Percentage of commands conducting mandatory EO training | a. Percentage of commands conducting mandatory EO training | x | x | x | | | | | EO Database | 90% |
| 4. Level of satisfaction with the EO program | a. Level of satisfaction with the EO program | x | x | x | | | x | x | EO Database | 90% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 5. Percentage of change in number of formal complaints received as compared to previous year | a. Percentage of change in number of formal complaints received as compared to previous year | x | x | x | | | x | x | EO Database | <+15% |
| 6. Percentage of change of substantiated complaints received as compared to previous year | a. Percentage of change of substantiated complaints received as compared to previous year | x | x | x | | | x | x | ARI / SAVs/ Benchmark Data | <+15% |
| 7. Are our people treating each other fairly? | a. Are our people treating each other fairly? | x | x | x | | | x | x | ARI | Gap |

DRAFT

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard | |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|--------------------------|-------------------|
| | | Soldiers | | | V | R | C | F | | | |
| | | A | G | R | | | | | | | |
| 1. How well does the Army do in providing effective sponsors for those making a PCS relocation? | a. How well does the Army do in providing effective sponsors for those making a PCS relocation? | x | | | | | | x | x | SAF (Q12) | <15% Ineffective% |
| 2. What is the level of out of pocket expenses incurred during PCS moves? | a. What is the level of out of pocket expenses incurred during PCS moves? | x | | | | | | x | x | SAF (Q14); SSMP (Q5A-36) | <10% >\$500 |
| 3. What is the average frequency of PCS moves? | a. What is the average frequency of PCS moves? | x | | | | | | x | x | SAF (Q10); SSMP (Q5A-37) | <.33 |
| 4. What percent of personnel relocating make use of available relocation services? | a. What percent of personnel relocating make use of available relocation services? | x | | | | | | x | x | SAF (Q13) | 75% |
| 5. What percent of personnel leaving the service cite service-related relocation as a prime reason? | a. What percent of personnel leaving the service cite service-related relocation as a prime reason? | x | | | | | | x | | SSMP (Q5B) | Gap% |
| 6. What is the level of customer satisfaction with relocation service support provided? | a. What is the level of customer satisfaction with relocation service support provided? | x | | | | | | x | x | SAF (Q13) | 80% |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.5): Overseas Support – Extend fundamental American community services to overseas locations.

Army Proponent(s): DASA(FO)

Reference(s):

- DODI 4525.6M (MPSA)
- AR 600-8-3 – Unit Postal Operations (APO)
- DoD Directive 5120.20-R, Management and Operation of American Forces Radio and Television Service (ABS)
- DoD Financial Management Regulation (FMR), Volume 5, Chapter 34; the current Overseas Military Banking Program (OMBP) Contract; and DoD Directive 1000-11

Homepage(s): n/a

Constituents: Soldiers, retirees, civilians, and family members

Description: Services designed to connect people living overseas with the American community and to facilitate critical life-support functions. Areas included in this function are postal, banking, and broadcast services as permitted under the appropriate Status of Forces Agreements (SOFAs).

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| | | | | | | | | | | |

UNDER DEVELOPMENT

DRAFT

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.6): Risk Reduction – Improve emotional, physical and spiritual health, and reduce the incidence and mitigate the negative effects of high-risk and self-destructive behaviors.

Army Proponent(s): G-1 [DAPE-HR]

Reference(s):

- **AR600-9 (Weight Control)**
- **AR 600-63 (Health Promotion)**
- DA PAM 600-24 (Suicide Prevention)

Homepage(s): www.odcsper.army.mil/default.asp
www.hooah4health.com

Constituents: Soldiers, retirees, civilians, and family members

Description: Improves emotional, physical and spiritual health, and reduces the incidence and mitigates the negative effects of high-risk and self-destructive behaviors. The function is comprised of several programs and initiatives including, but not limited to; Tobacco cessation, Stress management, Nutrition/cholesterol education, Weight Control, Civilian Fitness Program, the Army Substance Abuse Program, Suicide Prevention, Violence Prevention, and the Risk Reduction Program.

Representative Army Programs/Initiatives:

- 2001 Army Suicide Prevention Program
- Employee Assistance Program (EAP)
- Nutrition/cholesterol education
- Tobacco Cessation
- Weight Control
- Stress Management
- Health Promotion Councils
- Civilian Fitness Program
- Pregnant Soldier Wellness Program

Associated Well-Being Functions:

- Safety (3.1.1)
- Family Adaptation (3.6.2): (Building Strong and Ready Families)
- Religious Programs (4.1.1)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the percentage of people who have completed req'd, periodic prevention & awareness training & education programs? | a. What is the percentage of people who have completed req'd, periodic prevention & awareness training & education programs? | x | x | x | | | | | ISR / ACSAP | 75% |
| 2. How many Risk Reduction interventions were completed? | a. How many Risk Reduction interventions were completed? | x | x | x | | x | x | x | RRP Reports | Gap |
| 3. What is the level of satisfaction with the accessibility, processes, and curriculum for Risk Reduction programs? | a. What is the level of satisfaction with the accessibility, processes, and curriculum for Risk Reduction programs? | x | x | x | | x | x | x | Gap | Gap |
| 4. What is the level of customer awareness to prevent high-risk and self-destructive behaviors? | a. What is the level of customer awareness to prevent high-risk and self-destructive behaviors? | x | x | x | | x | x | x | Gap | Gap |
| 5. What is the percentage of mandatory referrals accomplished? | a. What is the percentage of mandatory referrals accomplished? | x | x | x | | | | | DAMIS database | 90% |
| 6. What is the rate of high-risk and self-destructive behavior? | a. What is the rate of high-risk and self-destructive behavior? | x | x | x | | | | | DAMIS / ISR | 0.4% |
| 7. What is the percentage of identified, high-risk Soldiers retained on active duty, or attaining a successful intervention outcome? | a. What is the percentage of identified, high-risk Soldiers retained on active duty, or attaining a successful intervention outcome? | x | x | x | | | | | DAMIS | 70% |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.7): Legal Services – Provide fundamental legal information, advice and assistance.

Army Proponent(s): OTJAG

Reference(s):

- DoD Dir 1350.4, Legal Assistance Matters
(<http://www.dtic.mil/whs/directives/corres/html/13504.htm>)
- AR 27-3, Legal Assistance (http://books.usapa.belvoir.army.mil/cgi-bin/bookmgr/BOOKS/R27_3/CCONTENTS)

Homepage(s): <http://www.jagcnet.army.mil/legal>.

Constituents: AC, RC, ANG (when on active duty), Family Members, Retirees, & Army Civilian employees (Overseas)

Description: A broad range of legal services designed to deliver legal information, advice, and assistance to soldiers and other eligible clients on their personal legal affairs (e.g., estate plan, will divorce, and adoption). This professional service is designed to meet their informational needs and resolve personal legal problems whenever possible.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #467 – State Laws Impacting Military Families
 - #476 – Adoption Reimbursement in Overseas Areas

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the number of eligible clients seen by legal assistance offices? | a. What is the number of eligible clients seen by legal assistance offices? | x | x | x | | x | x | x | Annual Report | 34,200 |
| 2. How many preventive law materials are produced / available? | a. How many preventive law materials are produced / available? | x | x | x | | x | x | x | Annual Report | 800 |
| 3. Are adequate resources dedicated to providing legal services? | a. Are adequate resources dedicated to providing legal services? | x | x | x | | x | x | x | Gap | 660 |
| 4. Are legal services provided in a timely manner? | a. Are legal services provided in a timely manner? | x | x | x | | x | x | x | CSA Award Standards | Gap |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 5. Are necessary services provided to eligible clients? | a. Are necessary services provided to eligible clients? | x | x | x | | x | x | x | Annual Report | 100 |
| 6. How many referrals are made to outside legal providers? | a. How many referrals are made to outside legal providers? | x | x | x | | x | x | x | Annual Report | 1,900 |
| 7. Is the DA providing legal services to eligible clients? | a. Is the DA providing legal services to eligible clients? | x | x | x | | x | x | x | Customer Cards | Gap |

DRAFT

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.8): Voter Assistance – Provide information, material and opportunity to allow eligible voters to participate in the election process.

Army Proponent(s): G-1 [TAPC-PDO-IP]

Reference(s): 2002-2003 Voting Assistance Guide

Homepage(s): <http://www.fvap.ncr.gov/publications/vaginfo.html>

Constituents: Soldiers and family members

Description: The Army Voting Assistance Program's principal purposes are to make registration and voting information, materials and assistance readily available to the eligible Army voters, and provide them every opportunity and encouragement to register for and cast a ballot in elections.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the percentage of Voter Assistance Officers who are trained? | a. What is the percentage of Voter Assistance Officers who are trained? | x | | | | x | x | x | AAR | 90% |
| 2. What is the availability of Voter Assistance support and materials to eligible soldiers, retirees, civilians, and family members? | a. What is the availability of Voter Assistance support and materials to eligible soldiers, retirees, civilians, and family members? | x | | | | x | x | x | AAR | 98% |
| 3. What is the percentage of eligible soldiers who have completed required training/information orientation per the current Army Instruction? | a. What is the percentage of eligible soldiers who have completed required training/information orientation per the current Army Instruction? | x | | | | x | x | x | AAR | 90% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 4. What is the overall assessment, and level of customer satisfaction (active duty soldier, retiree, civilian and family members) with the Department of the Army Voter Assistance Program? | a. What is the overall assessment, and level of customer satisfaction (active duty soldier, retiree, civilian and family members) with the Department of the Army Voter Assistance Program? | x | | | | x | x | x | AAR / Survey / IG | Gap |

DRAFT

[illegible]

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--|---|---|---|---|---|---|--------------------------------------|-----------------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| | f. % of retirees supported | | | | | x | | x | | 100% |
| 2. Participant satisfaction with Retirement/Transition Support activities | a. Customer feedback from ACAP | x | | | | | x | x | Program Reports | 4 |
| | b. Customer feedback from Pre-Retirement counseling | x | x | x | | x | x | x | | 80% |
| | c. Customer feedback from SBP Presentation | x | x | x | | x | | x | | 80% |
| | d. Army Echoes | | | | | x | | | | 3,500 |
| | e. Army Echoes | | | | | | | x | | 700 |
| | f. Soldiers, retirees, and family members contacting an RSO | x | | | | | | x | | 29,463 |
| | g. Soldiers, retirees, and family members contacting an RSO | | | | | x | | | | 89,200 |
| | h. RSO Service | | x | x | | | | | | 80% |
| 3. Percent of eligible population participating in Retirement/Transition Support activities | a. % of pre-separation checklists to ACAP ofc 90 days prior to separation | x | | | | | | | Program Reports | 75% |
| | b. % personnel separating participating in employment assist. | x | | | | | | | | 62% |
| | c. % personnel separating participating in employment assist. | | | | | | x | x | | Gap |
| | d. Number who regularly attend Retiree Appreciation Day | | | | | x | | | | 17,500 |
| | e. Number who regularly attend Retiree Appreciation Day | | | | | | | x | | 5,775 |
| | f. Number who are aware of and make at least annual contact with their retiree installation retiree council | | | | | x | | | | 2,250 |
| | g. Number who are aware of and make at least annual contact with their retiree installation retiree council | | | | | | | x | | 3,500 |
| | 4. Percent of successful program outcomes | a. Average number of visits to ACAP office | x | | | | | | | Program Reports |
| b. Average number of visits to ACAP office | | | | | | | x | x | | 2.0 |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|--|--------------|---|---|---|---|---|---|--------------------------------------|------------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| | c. % of participants who got jobs | x | | | | | | | | Gap |
| | d. % of participants who reenlisted | x | | | | | | | | 4,245 |
| | e. % of participants who joined ARNG or USAR | x | | | | | | | | Gap |
| | f. Impact on Army Unemployment Compensation funding requirements | x | | | | | | | | \$97.6 Mil |
| | g. %SBP Election | x | x | x | | x | | x | | 75% |
| | h. % retirees satisfied w/instal services provided to them | | x | x | | x | | x | | 90% |
| | i. % retirees satisfied w/instal retiree council efforts on their behalf | | | | | x | | x | | 80% |
| | j. % who receive Army Echoes and believe it's a vital source of info | | | | | x | | x | | 90% |
| | k. % who believe Army leaders care about them as retirees | x | | | | x | x | x | | 100% |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.10): Final Honors – Provide final honors for Soldiers, retirees and veterans.

Army Proponent(s): G-1 [DAPE-ZA]

Reference(s):

- NDAA 2000 – mandates minimum requirement for Military Funeral Honors (Jan 2000)
- 10 USC Section 1491, (Jan 2000)
- DoD 7000.14R Volume 9, Chapter 4, (Sep 2000)
- DoD Directive 1300.15 – Military Funeral Support, (Jan 2001)
- AR600-25 Salutes, Honors, and Visits of Courtesy
- FM 22-5, Drill and Ceremonies

Homepage(s): <http://www.militaryfuneralhonors.osd.mil>
<http://www.perscom.army.mil/tagd/msg/00-67.htm>

Constituents: Soldiers, veterans, and retirees

Description: Federal law mandates rendering of Military Funeral Honors for eligible veterans if requested by the family. An honor guard detail for burial of an eligible veteran consists of not less than two members of the Armed Forces, of which one member represents the parent Service of the deceased veteran. At a minimum, the ceremony includes folding and presenting of the American flag to the next of kin and the playing of Taps.

Representative Army Program/Initiatives:

- Bi-Annual Military Funeral Honor Conference

Associated Well-Being Functions:

- AFAP #391 Survivor Benefits for Service Connected Deaths
- Religious Support (3.1.2)
- Religious Programs (4.1.1)
- Overseas Support (3.1.5)
- Legal Services (3.1.7)
- Financial Readiness (4.2)
- Family Member Employment (4.6)
- Pay and Compensation (2.2)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How many requests for final honors did the Army receive? | a. How many requests for final honors did the Army receive? | x | x | x | x | | | | DoD Database | Gap |
| 2. What is survivor satisfaction with final honors provided? | a. What is survivor satisfaction with final honors provided? | x | x | x | x | | | | | Gap |
| 3. What percent of final honors ceremonies were conducted by a Soldier detail? | a. What percent of final honors ceremonies were conducted by a Soldier detail? | x | x | x | x | | | | DoD Database | 100% |
| 4. How many requests for final honors went unfilled? | a. How many requests for final honors went unfilled? | x | x | x | x | | | | DoD Database | <2% |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.11): Army Family Action Plan (AFAP) – Connect soldiers, retirees, civilians and families to the Army by involving them as principle associates influencing actions that maintain their own well-being.

Army Proponent(s): CFSC [CFSC-FP]

Reference(s): AR 608-XXX , currently in OTJAG for legal review.

Homepages(s): <http://www.armymwr.com/portal/family/actionplan/>

Constituents: Soldiers, retirees, civilians, and family members

Description: AFAP is an ACS program at installations and MACOMs. AFAP Program managers are assigned responsibility to ensure compliance with accreditation standards and baseline program standards to include issue solicitation, development and management; delegate acquisition; training, quality control and consistent management and delivery of the program. An AFAP Commanders' Steering Committee performs the same functions for local AFAP issues as the HQDA AFAP GOSC, ensuring that issue progress is reported by proponent agencies on a regular basis. The objective is to sustain and improve standards of living within Army communities at all levels by providing a direct communication link between the force, its families, and leadership.

Representative Army Programs/Initiatives:

- General Officer Steering Committee (GOSC)
- Installation, MACOM and HQDA AFAP conference
- Issue development, tracking, management and resolution

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What percentage of installation AFAP programs has an annual AFAP conference? | a. What percentage of installation AFAP programs has an annual AFAP conference? | x | x | x | | x | x | x | CFSC | Gap |

[illegible]

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.12): Army Community Services – Provide a primary family readiness resource to facilitate access to installation and community Well-Being services.

Army Proponent(s): CFSC

Reference(s): AR 608-1, AR 215-1, AR 930-4, AR 930-5

Homepage(s): <http://www.armycommunityservice.org/home.asp>

Constituents: Active soldiers, retirees, civilians, and family members

Description: Providing access to routine and emergency community programs/services (e.g., coordination with Army Emergency Relief and the American Red Cross) facilitates the commander's ability to establish and sustain Soldier and family readiness during peace and war. Coordination of a wide variety of programs in ACS Centers (e.g., Army Emergency Relief and the American Red Cross), on the installation and in the surrounding civilian community contributes to the improvement of personal safety, personnel preparedness, self-reliance and community cohesion. Strong, adaptable and interdependent Soldiers and families are assets to the U.S. Army. Problems that can be prevented or resolved result in higher unit readiness, less time away from duty, fewer distractions while on duty and less time spent by commanders addressing personal and family issues.

Representative Army Programs/Initiatives:

- Volunteer Programs
- Outreach
- Information, Referral and Follow-Up
- Staffing of ACS Programs

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #10 – AER for Reserve Components
 - #184 – Support for Volunteers
 - #231 – Incapacitation Pay Procedures
 - #351 – Emergency Relief for Reserve Components
 - #491 – Army Community Services (ACS) Manpower Authorizations/Funding
- Allowances (2.2.2)
- Preventive Services (2.3.1)
- Risk Reduction (3.1.6)
- Safety (3.1.1)
- Religious Programs (4.1.1)
- Mobilization and Deployment Support (3.6.1)

- Family Adaptation (3.6.2)
- Exceptional Family Member Support (3.6.5)
- Family Advocacy (3.6.6)
- Relocation (3.1.4)
- Financial Training (4.2.2)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the number of single contacts in the past year? | a. What is the number of single contacts in the past year? | x | | | | x | x | x | CFSC | Gap |
| 2. What is the number of extended contacts provided in the past year? | a. What is the number of extended contacts provided in the past year? | x | | | | x | x | x | CFSC | Gap |
| 3. What percentage of Army Community Service Centers is accredited? | a. What percentage of Army Community Service Centers is accredited? | x | | | | x | x | x | CFSC | Gap |
| 4. What percentage of ACS programs has implemented the ACS Staffing Guide? | a. What percentage of ACS programs has implemented the ACS Staffing Guide? | x | | | | x | x | x | CFSC | Gap |
| 5. What is the percentage of ACS extended contacts who receive ACS education, training or briefings? | a. What is the percentage of ACS extended contacts who receive ACS education, training or briefings? | x | | | | x | x | x | CFSC | Gap |
| 6. What is the level of customer satisfaction with ACS programs and services offered? | a. What is the level of customer satisfaction with ACS programs and services offered? | x | | | | x | x | x | SAF, Ques. 78 | Gap |
| 7. What is the level of referrer satisfaction with services provided to referees? | a. What is the level of referrer satisfaction with services provided to referees? | x | | | | | x | | ISR 3 | Gap |
| 8. What is the level of satisfaction with emergency assistance provided? | a. What is the level of satisfaction with emergency assistance provided? | x | | | | | x | x | Gap | Gap |

DRAFT

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.4): Workplace Environment – Provide Soldiers and civilians with quality workplace environments commensurate with that of civilian society.

Function (3.4.1): Workplace Modernization – Improve or replace Army garrison workplace facilities.

Army Proponent(s): ACSIM (DAIM-FD)

Reference(s): The Army Facility Strategy

Homepage(s): <http://www.hqda.army.mil/acsimweb/topicindex.shtml>

Constituents: Soldiers and civilians

Description: Workplace Modernization consists of resourcing facility capital investment to support mission readiness using MILCON and Operations and Maintenance. This facility investment covers restoration, modernization, and facility shortfalls of the Active Component, Army National Guard, and Army Reserve. (Key to the success of this investment is full funding of the annual sustainment of facilities as discussed in Workplace Maintenance, ID#3.4.2)

Representative Army Programs/Initiatives:

- Army Facility Strategy Focused Investment: Concentrates resources on selected facility types to raise the quality of existing Army facilities and reduce facility shortfalls in those selected facility types. Program includes Active and Reserve Component facilities and encompasses MILCON (MCA, MCAR, MCNG) and SRM (OMA, OMAR, OMNG) dollars to renew, replace, or construct focused facility types.
- Revitalization: Resources the Army's capital investment to support mission readiness. Establishes and maintains a viable recapitalization cycle. Program includes Active and Reserve Component facilities and encompasses MILCON (MCA, MCAR, MCNG) and SRM (OMA, OMAR, OMNG) dollars to renew, replace, or construct facility types not covered under the AFS Focused Investment.

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the recapitalization rate for Army workplace facilities? | a. What is the recapitalization rate for Army workplace facilities? | x | x | x | | | | x | ACSIM (DAIM-MD) | 67 |
| 2. What is the level of constituents' satisfaction with workplace facilities? | a. What is the level of constituents' satisfaction with workplace facilities? | x | x | x | | | | | CPOL survey | Gap |
| 3. What is the level of constituents' satisfaction with workplace facilities? | a. What is the level of constituents' satisfaction with workplace facilities? | | | | | | | x | CPOL survey | 95% |
| | b. What percentage of required workplace facilities did The Army meet? | x | x | x | | | | x | ISR 1 | 95% |
| | c. What percentage of Army workplace facilities meet Army standards? | x | x | x | | | | x | ISR 1 | 90% |
| | d. What percentage of The Army's workforce works in substandard workplaces? | x | x | x | | | | x | Gap | Gap |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.4): Workplace Environment – Provide Soldiers and civilians with quality workplace environments commensurate with that of civilian society.

Function (3.4.2): Workplace Maintenance – Keep existing Army garrison workplace facilities functioning within the parameters of original design.

Army Proponent(s): ACSIM (DAIM-FD)

Reference(s): N/A

Homepage(s): <http://www.hqda.army.mil/acsimweb/topicindex.shtml>
<http://www.rkeng.com/downloads/cfhb/index.html>

Constituents: Soldiers and civilians

Description: Provides resources for maintenance and repair activities necessary to keep a typical inventory of facilities in good working order over a full service life.¹

Representative Army Programs/Initiatives:

- Sustainment SRM

Associated Well-Being Functions:

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Percentage of validated President Budget requirements resourced | a. Percentage of validated President Budget requirements resourced | x | x | x | | | x | | PresBud | 100% |
| 2. Percentage of service orders completed IAW locally established completion times | a. Percentage of service orders completed IAW locally established completion times | x | x | x | | | x | | ISR 3 | 100% |

¹ “[Sustainment] includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. It also includes major repairs or replacement of facility components (usually accomplished by contract) that are expected to occur periodically throughout the facility life cycle. This work includes regular roof replacement, refinishing wall surfaces, repairing and replacing electrical, heating, and cooling systems, replacing tile and carpeting, and similar types of work. It does not include repairing or replacing non-attached equipment or furniture, or building components that typically last more than [the life cycle] (such as foundations and structural members). Sustainment does not include restoration, modernization, environmental compliance, specialized historical preservation, or costs related to acts of God, which are funded elsewhere. Other tasks associated with facilities operations (such as custodial services, grass cutting, landscaping, waste disposal, and the provision of central utilities) are also not included.” (Source: R&K Engineering, see Homepage b)

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 3. What is the quality of Army Workplace facilities | a. What is the quality of Army Workplace facilities | x | x | x | | | x | | ISR 1 | 90% |

DRAFT

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.5): Family Member Education - Provide for a consistent quality educational experience for military family member students.

Function (3.5.1): Department of Defense Education Activity Schools (DODEA) – Provide school age family members in overseas and selected CONUS locations quality education consistent with or exceeding National benchmarks.

Army Proponent(s): ASA(M&RA) [SAMR-HR]

Reference(s): DODEA Community Strategic Plan, Goal One

Homepage(s): <http://www.odedodea.edu/>
<http://www.odedodea.edu/csp/goal1.htm>

Constituents: Active duty soldiers, civilians and their family members

Description: The Department of Defense Education Activity (DODEA) provides, in military communities worldwide, exemplary educational programs that inspire and prepare all students for success in a global environment. DODEA includes operational responsibility for DOD Dependent's (DODDS) schools overseas and DOD Domestic Dependent Elementary and Secondary Schools (DDESS) in the United States and its territories in support of over 100,000 students.

Representative Army Programs/Initiatives:

- Sure Start
- High School POM
- Safe and Secure Schools POM
- Military Child Education Coalition Program
- SETS (Secondary Education Transition Study)
- GLOBE – Global Learning Observations to Benefit the Environment
- SICC – Subcommittee on Inter-Component Coordination
- Joint Monitoring for Special Education (overseas locations only)
- Distance Learning

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11)
 - #432 – Full Day Kindergarten
 - #478 – DoDDS Tuition for Family Members of DoD Contractors and NAF Employees

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the number of schools and their capacity? | a. What is the number of schools and their capacity? | x | | | | | x | x | DoDEA | 224 |
| 2. What is the quality of DODEA school facilities? | a. What is the quality of DODEA school facilities? | x | | | | | x | x | DoDEA Facilities Standards Review | Gap |
| 3. What percentage of teachers are certified for areas or grade? | a. What percentage of teachers are certified for areas or grade? | x | | | | | x | x | DoDEA | 95% |
| 4. What is the pupil to teacher ratio? | a. What is the pupil to teacher ratio? | x | | | | | x | x | DoDEA Performance Contract | 18 |
| 5. What percentage of DODEA schools are accredited? | a. What percentage of DODEA schools are accredited? | x | | | | | x | x | DoDEA Performance Contract | 100% |
| 6. What percentage of students enrolled in the 12th grade graduate annually? | a. What percentage of students enrolled in the 12th grade graduate annually? | x | | | | | x | x | WINSCHOOL database (DoDEA) | 95% |
| 7. What is student academic achievement? | a. What is student academic achievement? | x | | | | | x | x | DoDEA Performance Contract | >75% |
| | b. What is student academic achievement? | x | | | | | x | x | DoDEA Performance Contract | <8% |
| 8. What percentage of DoDEA high school students participate in co-curricular or extracurricular activities annually? | a. What percentage of DoDEA high school students participate in co-curricular or extracurricular activities annually? | x | | | | | x | x | Gap | Gap |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.5): Family Member Education - Provide for a consistent quality educational experience for military family member students.

Function (3.5.2): School Liaison Services– Represent the needs and interests of Army family members in local community school districts.

Army Proponent(s): CFSC (CFSC-CYS)

Reference(s): AR600-8-101

Army Secondary Education Transition Study (SETS)

Army Education Summit Issue #8

FY 02 DoD Authorization Act

Homepage(s): http://209.100.134.195/mwr/cys/school_liaison/school_liaison.htm

Constituents: Soldiers, retirees, civilians, and their family members

Description: Dedicated installation and regional personnel (School Liaison Officers) who support youth impacted by the mobile military lifestyle. The function of the position of School Liaison Officer (SLO) is to assist commanders, parents, and youth with school transition problems highlighted in the Army Secondary Education Transition Study. The installation SLO serves as the subject matter expert on youth education/school transition issues and is the commander's liaison to local school systems. The regional SLO provides outreach services to geographically isolated military-connected families.

Representative Army Initiatives:

- School Liaison Officers

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
#379 – Impact Aid to Schools

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | Source that Establishes the Standard | Standard | |
|----------------------|---------|--------------|---|---|---|---|---|--------------------------------------|----------|---|
| | | Soldiers | | | V | R | C | | | F |
| | | A | G | R | | | | | | |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the percentage of Army regions and garrison locations that has been funded for a School Liaison Officer (SLO) to provide School Liaison Services? | a. What is the percentage of Army regions and garrison locations that has been funded for a School Liaison Officer (SLO) to provide School Liaison Services? | x | x | x | | x | x | x | CFSC-CYS | 95% |
| 2. What percentage of the SLOs have attended the MWR Academy SLO Course? | a. What percentage of the SLOs have attended the MWR Academy SLO Course? | x | x | x | | x | x | x | CFSC | 95% |
| 3. What percentage of Army regions and garrison locations have integrated School Liaison Services as an essential component of Army Child and Youth Services? | a. What percentage of Army regions and garrison locations have integrated School Liaison Services as an essential component of Army Child and Youth Services? | x | x | x | | x | x | x | CFSC | 95% |
| 4. What is the percentage of Army regions and garrison locations that have hired a School Liaison Officer? | a. What is the percentage of Army regions and garrison locations that have hired a School Liaison Officer? | x | x | x | | x | x | x | CFSC | 95% |
| 5. How satisfied are parents with access to SLO-provided services? | a. How satisfied are parents with access to SLO-provided services? | x | x | x | | x | x | x | CFSC-CYS beginning FY03 | Gap |
| 6. How satisfied are parents with quality of SLO-provided services? | a. How satisfied are parents with quality of SLO-provided services? | x | x | x | | x | x | x | CFSC-CYS beginning FY03 | Gap |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.5): Family Member Education - Provide for a consistent quality educational experience for military family member students.

Function (3.5.3): Education Transition – Transition school age family members from one school system to another in conjunction with PCS moves.

Army Proponent(s): CFSC [CFSC-CYS]

Reference(s): AR 600-8-101

Secondary Education Transition Study (SETS)

Homepage(s): http://209.100.134.195/mwr/cys/YESS!/YESS_Overview.html

Constituents: Soldiers, retirees, civilians, and their family members

Description: Services provided in partnership with local schools to address youth education issues (e.g., transfer of comparable grades, local testing requirements) stemming from the Army's mobile lifestyle. The goal is to assist military youth prior to and following PCS moves to successfully assimilate into the new school. The intent is to place military youth on a par with community youth who remain in a stable location. Services will be based on recommendations from the Army's Secondary Education Transition Study (SETS) and bring Army-wide consistency to policies and services affecting military families as they deal with local schools. Meets PL 104-106, Sec 1785 Youth Sponsorship requirement to help integrate military youth into the local community.

Representative Army Initiatives:

- Army Youth Education Action (YEA) Group: Youth education transition issues identified in the SETS report and reviewed through the Army Education Summit and Army Family Action Plan processes. Army Youth Education Action (YEA) Group established to address issues in conjunction with DoD, school systems, and private organizations. Services provided through Army CYS delivery system.

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #453 – Education Transition Assistance for K-12 Military Family Members
 - #456 – Graduation Requirements for Transitioning High School Family Members
- Relocation (3.1.4)



Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What percentage of active Army and other eligible school-age children moved in the past year? | a. What percentage of active Army and other eligible school-age children moved in the past year? | x | | | | | x | x | SAF IV, Spring 2001 | 33% |
| 2. What percentage of school districts supporting garrison locations has signed The Army Secondary Education Transition Study (SETS) Memorandum of Agreement? | a. What percentage of school districts supporting garrison locations has signed The Army Secondary Education Transition Study (SETS) Memorandum of Agreement? | x | | | | | x | x | CFSC-CYS | Gap |
| 3. What percentage of garrison locations has instituted partnership with local school districts to deliver transition services for military students? | a. What percentage of garrison locations has instituted partnership with local school districts to deliver transition services for military students? | x | | | | | x | x | CFSC-CYS | Gap |
| 4. What is the approval rate for requests for stabilization from Soldiers with high-school seniors? | a. What is the approval rate for requests for stabilization from Soldiers with high-school seniors? | x | | | | | | x | PERSCOM | 95% |
| 5. What percentage of children and youth at garrison locations has internet access in the youth computer labs to support the Youth Sponsorship requirements? | a. What percentage of children and youth at garrison locations has internet access in the youth computer labs to support the Youth Sponsorship requirements? | x | | | | | x | x | CFSC-CYS | Gap2 |
| 6. What percentage of high school-age students has had difficulties with school transitions? | a. What percentage of high school-age students has had difficulties with school transitions? | x | | | | | x | x | CFSC-CYS | Gap1 |

2 Where initial WBSR establishes baseline, score is set at 75 until the target can be refined.

1 Where initial WBSR establishes baseline, score is set at 75 until the target can be refined.

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 7. How many high school-age seniors completed their senior year at their current location as a result of the Army stabilization assignment procedure? | a. How many high school-age seniors completed their senior year at their current location as a result of the Army stabilization assignment procedure? | x | | | | | x | x | CFSC-CYS, PERSCOM | Gap |

DRAFT

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.

Function (3.6.1): Mobilization and Deployment Support – Plan and provide family assistance and support services in preparation for and during times of deployment and mobilization.

Army Proponent(s): CFSC

Reference(s): AR 608-1, DA Pam 608-47

Homepage(s): <http://www.armycommunityservice.org/home.asp>

Constituents: Soldiers, civilians, and family members

Description: In order to enhance unit cohesion and readiness, the Army provides assistance services (contractual or statutory obligations of the Army) and support services (voluntary activities to promote mutual reinforcement) to families of all mobilizing and deploying personnel. Planning and organizing family assistance and support begins long before deployment in order to ensure comprehensive, realistic, effective and coordinated delivery of services. This Function includes coordination with state and local service agencies; coordination with Reserve Component headquarters and units; orientations and training for individuals and key organizations; assistance to families in OCONUS areas during Noncombatant Evacuation Operations (NEO) and support to unaccompanied family members who are evacuees or forced early returnees from an OCONUS area.

Representative Army Programs/Initiatives:

- Mobilization/Deployment
- Family Assistance Plan
- Family Care Plans
- Family Readiness Groups
- Family Assistance Centers

Associated Well-Being Functions:

- Army Community Services (3.1.12)
- Army Family Action Plan (3.1.11):
 - #380 – Inadequate Support of Family Support Groups
 - #465 – Reserve Component Post Mobilization Counseling
- Allowances (2.2.2)



Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How many families are unable to obtain adequate assistance during deployments (due to geographic or other reasons)? | a. How many families are unable to obtain adequate assistance during deployments (due to geographic or other reasons)? | x | x | x | | | x | x | Gap | Gap |
| 2. What is the percentage of well-functioning Family Readiness Groups (levels of awareness and participation)? | a. What is the percentage of well-functioning Family Readiness Groups (levels of awareness and participation)? | x | x | x | | | x | x | Gap | Gap |
| 3. What percentage of units, rear detachments and Family Readiness Groups has received ACS training? | a. What percentage of units, rear detachments and Family Readiness Groups has received ACS training? | x | x | x | | | x | x | Gap | Gap |
| 4. What is the number of trained FRG leaders? | a. What is the number of trained FRG leaders? | x | x | x | | | x | x | Gap | Gap |
| 5. What is the level of Soldier and spouse satisfaction with Army support and assistance provided during deployments? | a. What is the level of Soldier and spouse satisfaction with Army support and assistance provided during deployments? | x | x | x | | | x | x | Gap | Gap |
| 6. What is the rate of early service member returns from deployment due to family issues? | a. What is the rate of early service member returns from deployment due to family issues? | x | x | x | | | x | x | Gap | Gap |
| 7. What is the level of spouse readiness to cope with the challenges of service member deployments? | a. What is the level of spouse readiness to cope with the challenges of service member deployments? | x | x | x | | | x | x | Gap | Gap |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.

Function (3.6.2): Family Adaptation – Provide information, knowledge and skills to create families that can cope with the challenges of Army life.

Army Proponent(s): CFSC [CFSC-FP] – Army Family Team Building
CCH – Building Strong and Ready Families

Reference(s): AR 608-XXX, Army Family Team Building, (in development; at SJA for legal review)

AR 165-1, Chaplain Activities in the United States Army, Chapter 3

Homepage(s): www.armyfamilyteambuilding.org
www.aftb.org
www.chapnet.army.mil; click under “Building Families”

Constituents: Soldiers, civilians, and family members

Description: Army Family Team Building (AFTB) is one of the commander's primary readiness educational programs that develops skills to promote self-reliant and strong Army families within both active and Reserve Components. The AFTB training consists of over 40 modules of instruction that are organized into three distinct levels based on the family members' experience. The curriculum is designed to teach family members the Army's culture along with life coping skills and to introduce them to available support services that will enhance their independence and self-sufficiency, prepare volunteers and family members for leadership roles within their military communities and harness the knowledge of more experienced spouses. Army Family Team Building is a pivotal player in assisting families to prepare for deployment, separation, relocation, other contingencies, and military life in general.

The Building Strong and Ready Families (BSRF) program is the commanders' program facilitated by unit chaplains of marriage education and health promotion designed to facilitate first term married couples' transition into the Army culture. BSRF fosters growth of couple resilience, connections to community and access to helping resources.

Representative Army Programs/Initiatives:

- Army Family Team Building (CFSC) Levels I, II, and III
- Spouse Orientation and Leader Development
- Building Strong and Ready Families
- AFTB Master Trainer Course
- AFTB Senior Spouse Leadership Seminar
- AFTB Core Volunteer Instructor Course
- AFTB Professional Development Courses
- AFTB Managers Course

Associated Well-Being Functions:

- Risk Reduction (3.1.6)
- Army Family Action Plan (3.1.11):
 - #421 – AFTB and AFAP Program Resources
 - #445 – Shortage of Professional Marriage and Family Counselors (OCONUS)
 - #466 – Program Standards for AFAP
 - #474 – Shortage of Professional Marriage and Family Counselors (CONUS)
- Army Community Services (3.1.12)
- Religious Programs (4.1.1)
- Preventive Services (2.3.1)
- Relocation (3.1.4)
- Family Member Employment (4.6)
- Financial Training (4.2.2)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard | |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|-----|
| | | Soldiers | | | V | R | C | F | | | |
| | | A | G | R | | | | | | | |
| 1. What percentage of Brigades is participating in Building Strong and Ready Families (BSRF)? | a. What percentage of Brigades is participating in Building Strong and Ready Families (BSRF)? | x | | | | | | x | OCCH | Gap | |
| 2. What is the AFTB program capacity relative to program requirements? | a. What is the AFTB program capacity relative to program requirements? | x | x | x | | | | x | x | CFSC | Gap |
| 3. Of the Brigades participating in BSR, what percentage is adequately resourced? | a. Of the Brigades participating in BSR, what percentage is adequately resourced? | x | | | | | | | x | OCCH | Gap |
| 4. What is the AFTB quality staffing profile in terms of training and experience? | a. What is the AFTB quality staffing profile in terms of training and experience? | x | x | x | | | | x | x | CFSC | Gap |
| 5. How many people annually participate in BSRF (est 80-150 couples/brigade)? | a. How many people annually participate in BSRF (est 80-150 couples/brigade)? | x | | | | | | | x | OCCH | Gap |
| 6. What percentage of spouses has completed AFTB courses? | a. What percentage of spouses has completed AFTB courses? | | | | | | | | x | SAF | Gap |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 7. What is the level of customer satisfaction with BSRF? | a. What is the level of customer satisfaction with BSRF? | x | | | | | | x | OCCH | Gap |
| 8. What is the demonstrated use of BSRF-learned skills? | a. What is the demonstrated use of BSRF-learned skills? | x | | | | | | x | OCCH | Gap |
| 9. What is the level of customer satisfaction with AFTB? | a. What is the level of customer satisfaction with AFTB? | x | x | x | | | x | x | SAF | Gap |
| 10. How does AFTB affect the overall rate of spouse volunteerism within the Army community? | a. How does AFTB affect the overall rate of spouse volunteerism within the Army community? | | | | | | | x | SAF | Gap |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.

Function (3.6.3): Child Development Services – Provide full-day and part-day infant, toddler, preschool, hourly care, extended hours care, after school programs, full day programs during school vacation and closures, and summer camp.

Army Proponent(s): CFSC (CFSC-CYS)

Reference(s): AR 608-10

Homepage(s): http://209.100.134.195/mwr/cys/cys_web_front.htm

Constituents: Children (ages 4 weeks – 12 years) whose sponsors are Active Duty military personnel (including Guard and Reserve personnel on active duty); APF and NAF DoD civilians; DoD contractors; retired military personnel where space is available within the program.

Description: Child Development Services (CDS) [to include School Age Services (SAS)] support Army readiness by reducing the conflict between Soldiers' parental responsibilities and their on-the-job mission requirements. Within CDS, full-day and part-day infant, toddler, preschool, hourly care, and extended hours care are available. School Age Services offers before and after school programs, full day programs during school vacation and closures, and summer camp for children generally in the 1st – 5th grades.

Representative Army Programs/Initiatives: Child Development Services operates in the seamless delivery system of Army Child and Youth Services and is comprised of:

- Facility-based care in Child Development Centers (CDCs) and SAS Centers
- Home-based care in Family Child Care (FCC) Homes
- Outreach Services that encompass referral to community programs and on-site care options.

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #447 – Audio/Video Surveillance for Child Development Centers
 - #449 – Child Care Funds for Family Member Training
 - #513 – Child Care for Geographically Isolated Active Duty Soldiers

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard | |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|-------------|---------------|
| | | Soldiers | | | V | R | C | F | | | |
| | | A | G | R | | | | | | | |
| 1. What percentage of the childcare construction backlog did the Army satisfy? | a. What percentage of the childcare construction backlog did the Army satisfy? | x | | | | | | x | x | CFSC | 17% |
| 2. To what extent are the Family Child Care Army subsidies implemented? | a. To what extent are the Family Child Care Army subsidies implemented? | x | | | | | | x | x | CFSC | 85% |
| 3. What is the percentage of Child Development programs that are nationally accredited? | a. What is the percentage of Child Development programs that are nationally accredited? | x | | | | | | x | x | CFSC | 92% |
| 4. What is the percentage of Child Development programs that are accredited? | a. What is the percentage of Child Development programs that are accredited? | x | | | | | | x | x | CFSC | 92% |
| 5. What is the percentage of FCC homes that are nationally accredited? | a. What is the percentage of FCC homes that are nationally accredited? | x | | | | | | x | x | CFSC | 92% |
| 6. What percent of Army Regions/Installations have implemented the CYS Sustainment Staff Compensation initiatives? | a. What percent of Army Regions/Installations have implemented the CYS Sustainment Staff Compensation initiatives? | x | | | | | | x | x | CFSC | 85% |
| 7. What percentage of childcare demand does the Army satisfy? | a. What percentage of childcare demand does the Army satisfy? | x | | | | | | x | x | CFSC | 80% |
| 8. What is the level of lost duty time due to non-availability of childcare? | a. What is the level of lost duty time due to non-availability of childcare? | x | | | | | | x | | SSMP | 3% |
| 9. What is the level of customer satisfaction with Army childcare program quality? | a. What is the level of customer satisfaction with Army childcare program quality? | x | | | | | | x | x | SSMP or SAF | <15% dissat.% |
| 10. What is the level of customer satisfaction with Army childcare program availability? | a. What is the level of customer satisfaction with Army childcare program availability? | x | | | | | | x | x | SSMP or SAF | <15% dissat.% |
| 11. What is the level of customer satisfaction with Army childcare program affordability? | a. What is the level of customer satisfaction with Army childcare program affordability? | x | | | | | | x | x | SAF | <15% dissat.% |

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.

Function (3.6.4): Youth Services – Provide a range of community, educational and sports activities for school age children.

Army Proponent(s): CFSC [CFSC-CYS]

Reference(s): AR 215-1

Homepage(s): http://209.100.134.195/mwr/cys/cys_web_front.htm

Constituents: Children and youth (in grades 1 – 12) whose sponsors are Active Duty military personnel (including Guard and Reserve personnel on active duty); APF and NAF DoD civilians; DoD contractors; retired military personnel where space is available within the program.

Description: Youth Services (YS) supports Army readiness by reducing the conflict between Soldiers' parental responsibilities and their on-the-job mission requirements by offering a range of positive activities for school age children and middle school youth and teens that promotes healthy development and eases the transition to adulthood. YS may also offer specialized programs and services to younger children where internal program integration supports this concept.

Representative Army Programs/Initiatives: YS operates in the seamless delivery system of Army Child and Youth Services and includes activities from four areas:

- Sports, Fitness, & Health
- Life Skills, Citizenship, & Leadership
- Mentoring, Intervention, and Education
- Arts, Recreation, and Leisure

Initiatives include actions aimed at expanding availability of programming (example: partnerships with Boys & Girls Clubs of America and 4-H), recruiting and sustaining a quality workforce, and maintaining an affordable program.

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
#439 – Teen Program Standardization
- Preventive Services (2.3.1)
- Risk Reduction (3.1.6)
- Family Member Education (3.5)
- Army Community Services (3.1.12)
- Family Adaptation (3.6.2)
- Religious Programs (4.1.1)
- Financial Training (4.2.2)
- Family Member Continuing Education (4.5.1)
- MWR (4.7)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|---------------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What percentage of the youth center construction backlog did the Army satisfy? | a. What percentage of the youth center construction backlog did the Army satisfy? | x | | | | x | x | x | CFSC | 17% |
| 2. What percentage of youth services programs are DoD/Army certified? | a. What percentage of youth services programs are DoD/Army certified? | x | | | | x | x | x | CFSC | 92% |
| 3. What percent of Army Regions/Installations have implemented the CYS sustainment staff compensation initiatives? | a. What percent of Army Regions/Installations have implemented the CYS sustainment staff compensation initiatives? | x | | | | x | x | x | CFSC | 85% |
| 4. What is the percentage of the eligible middle school youth and teens participating in CYS sponsored activities during out-of-school hours? | a. What is the percentage of the eligible middle school youth and teens participating in CYS sponsored activities during out-of-school hours? | x | | | | x | x | x | CFSC | 35% |
| 5. What is the rate of lost duty time due to child/youth behavior problems? | a. What is the rate of lost duty time due to child/youth behavior problems? | x | | | | | x | | SSMP | 3% |
| 6. What is the level of satisfaction with Army youth services program quality? | a. What is the level of satisfaction with Army youth services program quality? | x | | | | x | x | x | SSMP | <15% dissat.% |
| 7. What is the level of satisfaction with Army youth services program availability? | a. What is the level of satisfaction with Army youth services program availability? | x | | | | x | x | x | SSMP | <15% dissat.% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |

[illegible]

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.

Function (3.6.6): Family Advocacy – Provide for the prevention of child or spouse abuse and respond effectively to cases involving such abuse.

Army Proponent(s): CFSC

Reference(s): AR 608-18, AR-608-1

Homepage(s): <http://www.armycommunityservice.org/home.asp>

Constituents: Soldiers, civilians, and family members

Description: The objective of the Family Advocacy Program (FAP) is to prevent spouse and child abuse, encourage the reporting of all instances of such abuse cases to ensure the prompt assessment and investigation of all abuse cases to protect those who are victims of abuse, to treat those affected by abuse, and ensure personnel are professionally trained to intervene in abuse cases. FAP provides commanders with staff assistance in addressing the problems of abuse, provides information and education designed to support strong, self-reliant families and enhance coping skills, service to at-risk families, and education and awareness programs. FAP also provides for shelters, OCONUS foster care arrangements and transitional compensation for dependent family members of soldiers separated for dependent-abuse offense.

Representative Army Programs/Initiatives:

- Family Advocacy Program
- New Parent Support Program
- Transitional Compensation

Associated Well-Being Functions:

- Army Community Services (3.1.12)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the rate of FAP cases (per 1000 population)? | a. What is the rate of FAP cases (per 1000 population)? | x | | | | | x | x | Gap | Gap |
| 2. What is the FAP case to treatment staff ratio? | a. What is the FAP case to treatment staff ratio? | x | | | | | x | x | Gap | Gap |
| 3. What is the percentage of victims and offenders who complete FAP treatment plans? | a. What is the percentage of victims and offenders who complete FAP treatment plans? | x | | | | | x | x | Gap | Gap |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 4. What is the level of command satisfaction with the Family Advocacy Program (prevention, identification, reporting, investigation and treatment)? | a. What is the level of command satisfaction with the Family Advocacy Program (prevention, identification, reporting, investigation and treatment)? | x | | | | | x | x | Gap | Gap |
| 5. What is the level of recidivism among offenders who have experienced FAP treatment programs? | a. What is the level of recidivism among offenders who have experienced FAP treatment programs? | x | | | | | x | x | Gap | Gap |

DRAFT

Army Well-Being Strategic Goal #4: Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Associated Well-Being Strategies:

| <u>Category</u> | <u>Title</u> | <u>Strategy</u> |
|-----------------|-------------------------------|---|
| 4.1 | Religious Programs | Provide Soldiers, retirees, civilians, and their families the opportunity to enrich their spiritual lives through religious programs. |
| 4.2 | Financial Readiness | Provide Soldiers, veterans, retirees, civilians, and their families the opportunity to optimize their military compensation packages. |
| 4.5 | Educational Assistance | Provide or ensure access to competitive education for military and civilian family members. |
| 4.6 | Family Member Employment | Provide opportunities for family members to pursue employment and career development commensurate with their skills and abilities. |
| 4.7 | Morale, Welfare, & Recreation | Provide access to a wide spectrum of MWR activities. |

Associated Well-Being Objectives:

| <u>Function</u> | <u>Title</u> | <u>Objectives</u> |
|-----------------|------------------------------------|-------------------|
| 4.1.1 | Religious Programs | See Appendix 1 |
| 4.2.1 | Personal Financial Management | See Appendix 2 |
| 4.2.2 | Financial Training | See Appendix 3 |
| 4.5.1 | Family Member Continuing Education | See Appendix 4 |
| 4.6.1 | Spouse Employment (Public) | See Appendix 5 |
| 4.6.2 | Spouse Employment (Private) | See Appendix 6 |
| 4.7.1 | Community Recreation | See Appendix 7 |
| 4.7.2 | Sports & Fitness | See Appendix 8 |
| 4.7.3 | Armed Forces Recreation Centers | See Appendix 9 |

4.7.4 Pet Services

See Appendix 10

DRAFT

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.1): Religious Programs – Provide Soldiers, retirees, civilians, and their families the opportunity to enrich their spiritual lives through religious programs.

Function (4.1.1): Religious Programs – Provide opportunities for spiritual and religious development.

Army Proponent(s): Chief of Chaplains

Reference(s): AR 165-1 Chaplain Activities in the United States Army, Chapter 3, 13, 14

Homepage(s): <http://www.chapnet.army.mil>

Constituents: Soldiers, retirees, civilians, and family members

Description: **The spiritual and religious development of individuals and communities through a broad range of activities designed to foster connection with the transcendent, expression of faith and service to others. These activities can facilitate personal growth, ethical development, selfless service, moral strength and provide comfort during transitions, challenges and crises of life.**

Representative Army Programs/Initiatives:

- Religious Education
- Family Life Ministry and Education
- Pastoral Care
- Pastoral Counseling

Associated Well-Being Functions:

- Religious Support (3.1.2)
 - Army Family Action Plan (3.1.11):
 - #445 – Shortage of Professional Marriage and Family Counselors (OCONUS)
 - #474 – Shortage of Professional Marriage and Family Counselors (CONUS)
 - Family Adaptation (3.6.2) “Building Strong and Ready Families”
 - Preventive Services (2.3.1)
 - Risk Reduction (3.1.6)
 - Final Honors (3.1.10)
 - Family Adaptation (3.6.2)
-
-

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What percentage of religious programs are common across camps, posts and stations? | a. What percentage of religious programs are common across camps, posts and stations? | x | | | | x | x | x | Chaplaincy Standard Level of Service | 80% |
| 2. What percentage of the commander's approved CMRP for enhancing religious programs is executed? | a. What percentage of the commander's approved CMRP for enhancing religious programs is executed? | x | | | | x | x | x | CMRP APIE process | 80% |
| 3. How many people annually participate in offered religious programs? | a. How many people annually participate in offered religious programs? | x | | | | x | x | x | CMRP APIE process | 45% |
| 4. What is the level of customer satisfaction with religious programs? | a. What is the level of customer satisfaction with religious programs? | x | | | | x | x | x | CMRP APIE process | 95% |

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.2): Investment – Provide Soldiers, veterans, retirees, civilians, and their families the opportunity to optimize their military compensation packages.

Function (4.2.1): Personal Financial Management – Provide Soldiers and their families with access to a variety of programs that allow them to manage financial resources to their personal goals.

Army Proponent(s): G-1 [DAPE-PR], Others TBD

Reference(s): Summary of Thrift Savings Plan for the Uniformed Services

Homepage(s): www.tsp.gov

Constituents: Soldiers, and their family members

Description: Financial programs beyond basic pay and compensation that allow soldiers and their families to manage resources to match their personal longer-term goals and objectives.

Representative Army Programs/Initiatives:

- Soldier Thrift Savings (TSP)
- SGLI
- VGLI
- Tax Preparation
- Army Benefits Tool
- Long Term Care Insurance

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
#434 – Military Savings Plan
- Pay and Compensation (2.2)
- Soldier Continuing Education (Montgomery GI Bill) (2.5.1)
- Legal Assistance (3.1.7)
- Transition/Retirement (3.1.9)
- Financial Training (4.2.2)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|----------------------|---------|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

UNDER DEVELOPMENT

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.2): Investment – Provide Soldiers, veterans, retirees, civilians, and family members the opportunity to optimize their military compensation packages.

Function (4.2.2): Financial Training – Provide Army families with the knowledge to manage their personal finances make informed decisions and develop self-sufficiency.

Army Proponent(s): CFSC (CFSC-FP)

Reference(s): AR 608-1

Homepage(s): <http://www.armycommunityservice.org/home.asp>

Constituents: Soldiers, veterans, retirees, civilians, and family members

Description: A military life-cycle training program designed to increase financial management skills and resiliency of Soldiers and their families. Currently, the service is provided through ACS' professional staff and is augmented as necessary with community partnerships and interagency collaboration.

Representative Army Programs/Initiatives:

- Mandatory financial readiness training
- Financial counseling
- Debt liquidation assistance
- Consumer advocacy services
- Consumer complaint resolution
- Emergency financial assistance through Army Emergency Relief (AER)

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 #441 – Financial Planning Education
- Family Adaptation (3.6.2)
- Army Community Services (AER) (3.1.12)
- Pay and Compensation (2.2)
- Transition/Retirement (3.1.9)
- Personal Financial Management (4.2.1)
- Family Member Employment (4.6)
- Relocation (3.1.4)

Current Status – Current Performance Measures, Metrics and Standards of the function:

[illegible]

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers, civilians, and their families to enrich their personal life by achieving their individual aspirations.

Category (4.5): Educational Assistance – Provide or ensure access to competitive education for military and civilian family members.

Function (4.5.1): Family Member Continuing Education – Provide the opportunity to family members to pursue continuing education.

Army Proponent(s): G-1

Reference(s): AR 621-5

Homepage(s): www.armyeducation.army.mil

Constituents: Family Members of active duty soldiers

Description: Due to the nature of military service, family members of active duty soldiers face significant challenges to continuing their education. Initiatives associated with this Well-Being function seek to remove obstacles confronting Army family members' pursuit of lifelong learning opportunities.

Representative Army Programs/Initiatives:

- Basic Skills Education Program – Skills development/academic refresher
- College Programs – Service members Opportunity Colleges Degree Plans
- Academic Testing (OCONUS) – Defense Activity for Non-Traditional Support (DANTES)
- Headstart Classes (OCONUS) – Introduction to local language and culture

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
 - #416 – Tuition Assistance for Overseas Spouses (**Completed, Mar 02**)
 - Available through AER in USAREUR, Okinawa, Japan and Korea
 - Covers half tuition up to \$350 per Term; Ceiling of \$1,750 per Academic Year (AY)
 - #475 – Active Duty Spouse Tuition/Education Assistance
- Decision Paper submitted 25 Apr 02 through TAG, CG, PERSCOM, G-1 to ASA, M&RA recommending establishment of 50% Tuition Assistance program for military spouses.
- Family Member Employment (4.6)
- Soldier Continuous Learning (MGIB Transferability) (2.5.1)
- Family Member Education (3.5)
- Family Adaptation (3.6.2)
- Youth Services (3.6.4)
- Financial Readiness (4.2)
- Overseas Support (3.1.5)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the percentage of states that grant in-state tuition rates to family members of active duty personnel stationed within the state? | a. What is the percentage of states that grant in-state tuition rates to family members of active duty personnel stationed within the state? | | | | | | | x | DAPE-PDE | 95% |
| 2. What is the percentage of active duty family members that have adequate access to continuing education of the right type of educational institution or installation program? | a. What is the percentage of active duty family members that have adequate access to continuing education of the right type of educational institution or installation program? | | | | | | | x | Gap | Gap |
| 3. What is the percentage of active duty family members that have access to in-state tuition at their current state of residence? | a. What is the percentage of active duty family members that have access to in-state tuition at their current state of residence? | | | | | | | x | DEERS crosswalk with DAPE-PDE | Gap |
| 4. What is the percentage of eligible family members that participate in a continuing education program? | a. What is the percentage of eligible family members that participate in a continuing education program? | | | | | | | x | Gap | Gap |
| 5. What percentage of overseas spouses that seek AER tuition assistance obtain it? | a. What percentage of overseas spouses that seek AER tuition assistance obtain it? | | | | | | | x | AER | 95% |
| 6. What is the degree of satisfaction with the opportunity for and/or information about continuing education at the current location? | a. What is the degree of satisfaction with the opportunity for and/or information about continuing education at the current location? | | | | | | | x | Gap | Gap |

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.6): Family Member Employment – Provide opportunities for family members to pursue employment and career development commensurate with their skills and abilities.

Function (4.6.1): Spouse Employment (Public) – Provide Army spouses with the opportunity to become employed and develop a career in the Government Civil Service.

Army Proponent(s): G-1

Reference(s):

- Public Law 99-145, Department of Defense (DoD) Authorization Act, November 8, 1985, Section 806, "Employment Opportunities for Military Spouses"
- Executive Order 12721, "Eligibility of Overseas Employees for Noncompetitive Appointments," July 30, 1990
- DoD Instruction 1400.23, "Employment of Spouses of Active Duty Military Stationed Worldwide, January 12, 1989
- DoD Priority Placement Operations Manual, July 1998

Homepage(s): <http://www.dtic.mil/whs/directives/search.html>
<http://cpol.army.mil/library/>
http://cpol.army.mil/library/manuals/ppp_ops/
<http://www.mscn.org/>

Constituents: Active duty soldier and civilian family members.

Description: Policies aimed at increasing employment opportunities for both civilian and military family members including initiatives that provide job training and educational entitlements to military spouses in order to make them more competitive for Federal positions.

Representative Army Programs/Initiatives:

- DoD Priority Placement Program

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
#38 – DA Employment Opportunities for Non-Status Family Members
- Spouse Employment (Private) (4.6.2)
- Soldier Continuous Learning (MGIB Transferability) (2.5.1)
- Family Member Education (3.5)
- Family Adaptation (3.6.2)
- Financial Readiness (4.2)
- Family Member Continuing Education (4.5.1)
- Relocation (3.1.4)
- Overseas Support (3.1.5)
- Transition/Retirement (3.1.9)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the level of spouse awareness of the military Spouse Preference Program? | a. What is the level of spouse awareness of the military Spouse Preference Program? | | | | | | | x | SAF (Q12) | TBD |
| 2. What percentage of persons qualified under E.O. 12721 (Overseas Spouse Preference) is able to transfer successfully to a new government position? | a. What percentage of persons qualified under E.O. 12721 (Overseas Spouse Preference) is able to transfer successfully to a new government position? | | | | | | | x | Army G-1 (M&RA) | Gap |
| 3. What is the overall rate of successful employment transition by Army DOD-employed spouses? | a. What is the overall rate of successful employment transition by Army DOD-employed spouses? | | | | | | | x | Army G-1 (M&RA) | Gap |

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.6): Family Member Employment – Provide opportunities for family members to pursue employment and career development commensurate with their skills and abilities.

Function (4.6.2): Spouse Employment (Private) – Provide employment assistance to Army family members in finding private sector employment for financial security, personal and professional development.

Army Proponent(s): CFSC (CFSC-FP)

Homepage(s): <http://trol.redstone.army.mil/acs/virtual2>
<http://www.mscn.org/>

Constituents: Active duty soldier and civilian family members

Description: Spouse Employment Program affords eligible spouses the opportunity to develop a career or become employed. The program is designed to assist spouses who are relocating as a result of a military or civilian sponsor's PCS in obtaining employment. Interagency and public partnerships are developed to not only market the program, but also to provide training, career continuity, and retirement benefits for military spouses. Training includes effective job-hunting skills, career counseling, and employment skills-building.

Representative Army Programs/Initiatives:

- Employment Readiness Program
- Resource information
- Job search assistance
- Career counseling
- Private sector job bank

Associated Well-Being Functions:

- Spouse Employment (Public) (4.6.1)
- Soldier Continuous Learning (MGIB Transferability) (2.5.1)
- Family Member Education (3.5)
- Family Adaptation (3.6.2)
- Financial Readiness (4.2)
- Family Member Continuing Education (4.5.1)
- Relocation (3.1.4)
- Overseas Support (3.1.5)
- Transition/Retirement (3.1.9)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What is the percentage of spouses using the ACS Family Member Employment Assistance Program? | a. What is the percentage of spouses using the ACS Family Member Employment Assistance Program? | | | | | | | x | SAF (Q44) | 35% |
| 2. How do spouses rate the ACS Family Member Employment Assistance Program? | a. How do spouses rate the ACS Family Member Employment Assistance Program? | | | | | | | x | SAF (Q44) | 55% |
| 3. What percentage of spouses seeking employment is successful in obtaining it? | a. What percentage of spouses seeking employment is successful in obtaining it? | | | | | | | x | SAF (Q48), SSMP (Q28) Fall 01 | 6% |
| 4. What is the average time of job search after arrival at the new duty location? | a. What is the average time of job search after arrival at the new duty location? | | | | | | | x | Gap | Gap |

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.

Function (4.7.1): Community Recreation – Provide diverse range of indoor and outdoor recreational activities at Army installations.

Army Proponent(s): CFSC (CFSC-CR)

Reference(s): AR 215-1

Homepage(s): <http://www.armymwr.com/portal/recreation/recreation/>

Constituents: Soldiers, retirees, civilians, and family members

Description: Recreation programs provide a diversion from the rigors of military service and reduce the stress of daily living and enhance mental and physical fitness. They offer the widest possible opportunity for life skills development, self-expression, leisure and social activities and mental or physical fitness while in garrison or during contingency/mobilization operations.

Representative Army Programs/Initiatives: Programs include but are not limited to:

- Arts & crafts
- Automotive skills
- Social recreation
- Libraries
- Outdoor recreation
- Entertainment
- Leisure travel
- BOSS (Better Opportunities of Single Soldiers)

Associated Well-Being Functions:

- Continuous Learning (Libraries) (2.5)
- Family Member Education (3.5)
- Family Member Continuing Education (4.5.1)
- Safety (3.1.1)
- Overseas Support (3.1.5)
- Risk Reduction (3.1.6)
- Youth Services (3.6.4)
- Sports and Fitness (4.7.2)
- Armed Forces Recreation Centers (4.7.3)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Are there sufficient Library facilities? | a. Are there sufficient Library facilities? | x | x | x | | x | x | x | ISR 1 | 80% |
| 2. What is the quality of Recreation facilities? | a. What is the quality of Recreation facilities? | x | x | x | | x | x | x | ISR 1 | 80% |
| 3. What is the quality of Library facilities? | a. What is the quality of Library facilities? | x | x | x | | x | x | x | ISR 1 | 80% |
| 4. What is the Army Recreation Mission Box Score Average (Staffing, Training, Equipment and Programming)? | a. What is the Army Recreation Mission Box Score Average (Staffing, Training, Equipment and Programming)? | x | x | x | | x | x | x | ISR 3 | 80% |
| 5. What is the Army Library Mission Box Score Average (Staffing, Training, Resources and Automation)? | a. What is the Army Library Mission Box Score Average (Staffing, Training, Resources and Automation)? | x | x | x | | x | x | x | ISR 3 | 80% |
| 6. What is the level of participation by eligible persons in the Recreation programs? | a. What is the level of participation by eligible persons in the Recreation programs? | x | x | x | | x | x | x | ISR 3 | 80% |
| 7. What is the level of participation by eligible persons in Library programs? | a. What is the level of participation by eligible persons in Library programs? | x | x | x | | x | x | x | ISR 3 | 80% |
| 8. What is the level of customer satisfaction with Community Recreation? | a. What is the level of customer satisfaction with Community Recreation? | x | x | x | | x | x | x | ISR 3, SSMP, SAF | 80% |
| 9. What is the level of customer satisfaction with Libraries? | a. What is the level of customer satisfaction with Libraries? | x | x | x | | x | x | x | ISR 3, SSMP, SAF | 80% |

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.

Function (4.7.2): Sports and Fitness – Provide recreational sports and fitness, and physical activity and sports programs and facilities at Army installations.

Army Proponent(s): CFSC [CFSC-CR]

Reference(s): AR 215-1

DA Pam 28-9

Homepage(s): <http://www.armymwr.com/portal/recreation/recreation/>

Constituents: Soldiers, retirees, civilians, and family members.

Description: Community Recreation Sports and Fitness provides facilities and programs, designed to meet both the recreational and physical readiness needs of the community they serve. Fitness facilities are the hub of the installation-level sports program and vital to Commands' ability to ensure fitness throughout the Army. The Sports and Fitness programs and facilities have continuously been ranked the highest utilized programs and facilities within MWR.

Representative Army Programs/Initiatives:

- Focused Investment Program (FIP)
- Benefit Based Army Recreation
- MWR Baseline Standards
- Standard Design for Fitness Facilities
- Sports Administration Certification and Physical Fitness Specialist Certification

Associated Well-Being Functions:

- Safety (3.1.1)
- Overseas Support (3.1.5)
- Risk Reduction (3.1.6)
- Youth Services (3.6.4)
- Community Recreation (4.7.1)
- Armed Forces Recreation Centers (4.7.3)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. Are there sufficient indoor Sports & Fitness facilities? | a. Are there sufficient indoor Sports & Fitness facilities? | x | x | x | | x | x | x | ISR 1 | 80% |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|--------------------------------------|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 2. Are there sufficient outdoor Sports & Fitness facilities? | a. Are there sufficient outdoor Sports & Fitness facilities? | x | x | x | | x | x | x | ISR 1 | 80% |
| 3. What is the quality of indoor Sports & Fitness facilities? | a. What is the quality of indoor Sports & Fitness facilities? | x | x | x | | x | x | x | ISR 1 | 80% |
| 4. What is the quality of outdoor Sports & Fitness facilities? | a. What is the quality of outdoor Sports & Fitness facilities? | x | x | x | | x | x | x | ISR 1 | 80% |
| 5. What is the Army Fitness and Sports Mission Box Score Average (Staffing, Training, Equipment, Programming)? | a. What is the Army Fitness and Sports Mission Box Score Average (Staffing, Training, Equipment, Programming)? | x | x | x | | x | x | x | ISR 3 | 80% |
| 6. What is the level of participation by eligible persons in Fitness and Sports programs? | a. What is the level of participation by eligible persons in Fitness and Sports programs? | x | x | x | | x | x | x | ISR 3 | 80% |
| 7. What is the level of customer satisfaction with Army Sports and Fitness programs? | a. What is the level of customer satisfaction with Army Sports and Fitness programs? | x | x | x | | x | x | x | ISR 3, SSMP, SAF | 80% |

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.

Function (4.7.3): Armed Forces Recreation Centers – Provide high-quality, resort-style vacation opportunities at substantial cost savings.

Army Proponent(s): CFSC (CFSC-BP)

Reference(s): AR 215-1
DODI 1015.10

Homepage(s): <http://www.armymwr.com>
<http://www.AFRCEurope.com>
<http://www.DragonHillLodge.com>
<http://www.HaleKoa.com>
<http://www.shadesofgreen.org>
<http://www.armycommunityservice.org>

Constituents: Soldiers, retirees, civilians, and family members

Description: AFRC resorts are affordable Joint Service facilities operated by the U.S. Army Community and Family Support Center and located at ideal vacation destinations. AFRCs offer a full range of resort hotel services and amenities for service members, their families, and other members of the Total Defense Force. AFRCs are self-supporting and funded by nonappropriated fund revenues generated internally from operations. Revenues from AFRCs are continually reinvested to maintain and improve the physical plant while providing the greatest possible value for AFRC guests. AFRC room rates are affordable and based on rank (significant rate advantage being afforded to junior enlisted active duty personnel), pay grade, duty status, room size, and/or room location.

Representative Army Programs/Initiatives:

- AFRC-Europe
- Dragon Hill Lodge
- Hale Koa Hotel
- Shades of Green

Associated Well-Being Functions:

- Overseas Support (3.1.5)
- Risk Reduction (3.1.6)
- Youth Services (3.6.4)
- Sports and Fitness (4.7.2)
- Community Recreation (4.7.1)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|---|---|--------------|---|---|---|---|---|---|--------------------------------------|-------------------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. How do AFRC facilities rate in terms of quality in comparison with nearby competing resorts? | a. How do AFRC facilities rate in terms of quality in comparison with nearby competing resorts? | x | x | x | | x | x | x | Gap | Gap |
| 2. How well does AFRC satisfy patron demand for rooms? | a. How well does AFRC satisfy patron demand for rooms? | x | x | x | | x | x | x | CFSC | TBD |
| 3. What is AFRC junior enlisted patronage as a percentage of total active duty patronage? | a. What is AFRC junior enlisted patronage as a percentage of total active duty patronage? | x | | | | | | | CFSC | 20-25% (E1-E4) |
| 4. What is the cost savings to AFRC patrons of lodging and other activities? | a. What is the cost savings to AFRC patrons of lodging and other activities? | x | x | x | | x | x | x | CFSC | 25% |
| 5. What is the level of patron satisfaction with AFRC services and facilities? | a. What is the level of patron satisfaction with AFRC services and facilities? | x | x | x | | x | x | x | CFSC | 4.0 (5-pt. Scale) |

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.

Function (4.7.4): Pet Services – Provide limited preventive and emergency veterinary services, information, and limited assistance in the care and relocation of pets.

Army Proponent(s): OTSG (DoD Veterinary Service Activity); CFSC

Reference(s): AR 40-905

Homepage(s): http://www.defenseweb.com/vacs/moving_family/pets/index.asp
<http://vets.amedd.army.mil/dodvsa/index.html>
<http://vets.amedd.army.mil/vetcom/>
https://www.dmdc.osd.mil/swg/owa/WebGuard.prc_TOCPost?p_App_ID=9004&p_Rule=01

Constituents: Active duty service members, retirees, authorized civilians, and their families.

Description: Army Veterinary Treatment Facilities (VTFs) are located on most military installations across DoD. These VTFs offer vaccinations, deworming, heartworm testing, FeLV/FIV testing, heartworm preventive medication, flea and tick products, health certificates, sick call examinations, as well as diagnostic testing and treatment primarily focused on public health by preventing disease transmission between animals and man.

Representative Army Programs/Initiatives:

- Human-Animal Bond (HAB) Programs
- Rabies Control Program

Associated Well-Being Functions:

- Preventive Services (2.3.1)
- Housing (2.4)
- Relocation (3.1.4)
- Safety (3.1.1)
- Overseas Support (3.1.5)

Current Status – Current Performance Measures, Metrics and Standards of the function:

| Performance Measures | Metrics | Constituents | | | | | | Source that Establishes the Standard | Standard | |
|----------------------|---------|--------------|---|---|---|---|---|--------------------------------------|----------|---|
| | | Soldiers | | | V | R | C | | | F |
| | | A | G | R | | | | | | |

| Performance Measures | Metrics | Constituents | | | | | | | Source that Establishes the Standard | Standard |
|--|--|--------------|---|---|---|---|---|---|---|----------|
| | | Soldiers | | | V | R | C | F | | |
| | | A | G | R | | | | | | |
| 1. What percentage of Army installations have complete pet relocation information recorded on SITES? | a. What percentage of Army installations have complete pet relocation information recorded on SITES? | x | | | | | | x | CFSC; SITES Review | Gap |
| 2. What’s the level of pet owner satisfaction with pet relocation information availability? | a. What’s the level of pet owner satisfaction with pet relocation information availability? | x | | | | | | x | Gap | Gap |
| 3. What is the level of pet owner satisfaction with Army Veterinary Services? | a. What is the level of pet owner satisfaction with Army Veterinary Services? | x | | | | x | | x | Gap; AVS clinics have customer cards but data is kept locally | Gap |
| 4. What is the Army Veterinary Services' response time to potential rabies cases? | a. What is the Army Veterinary Services' response time to potential rabies cases? | x | | | | | | x | ISR 3 | Gap |

Army Well-Being Strategic Goal #5: Provide a climate in which intangibles such as command climate, training, and turbulence enable well-being outcomes.

To Be Published

DRAFT

Architecture – The “Philosophy-Category-Function” model fully integrates and synchronizes the major components of the Well-Being process. The model devolves directly from the overarching philosophy and ultimately links this philosophy to the practical management of Well-Being programs.

Philosophy – The reasoned understanding of the “state” of Army Well-Being. Focused on understanding personal needs and aspirations, it addresses the physical, material, mental, and spiritual state of Soldiers, retirees, veterans, civilians, and their families as it contributes to their preparedness to perform and support the Army’s mission.

Tier – Refers to three major elements of the Well-Being model that represent the personal aspirations to live, to connect, and to grow. Each tier carries its own title of essential, defining, and enhancing respectively.

Lines of Operation – Seven major groups of programs having similar features as described by their respective titles. A methodology adopted to translate the philosophical nature of Well-Being into practical terms.

Category – A sub-division of the lines of operation that form the connection between the philosophical world (goals) and the practical (lines of operation).

Function – Sub-groups of programs within a specific category that have the same purpose. One of the central principles of well-being is to manage programs based upon their purpose relative to the human perspective.

Operational Model – The “Goal-Strategy-Objective-Task” model turns philosophy into action by translating the components of the organizational model into actionable tasks designed to achieve a specific objective. A number of these objectives work together within the framework of a given strategy to ultimately accomplish one of the Well-Being goals.

Goals – Derived directly from the Well-Being philosophy, these are the “ends” through which the Well-Being vision or end-state is achieved. The goals are enduring, providing stability and consistency of purpose over time.

Strategy – The comprehensive plan to achieve success in each of the Well-Being Categories. Focuses the subordinate objectives and tasks in support of the associated strategic goal.

Objective – Discrete milestones of achievement that are inherent components of each strategy.

Task – Specific actions to be taken in support of a specific objective. At the Department of the Army level, these normally fall within the following areas: programmatic, policy, or legislative.